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NATIONAL RESTAURANT ASSOCIATION

RESTAURANT INDUSTRY OPERATIONS REPORT '89

Prepared in cooperation with

Laventhol & Horwath
Leisure Time Industries Department

1989 Edition

RESTAURANT INDUSTRY OPERATIONS REPORT '89

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To the Reader:

Restaurant Industry Operations Report '89 is based on financial and operating data provided by members of the National Restaurant Association. The data analysis and compilation were performed by the national accounting and consulting firm of Laventhol & Horwath (L&H) and the report was published in conjunction with the National Restaurant Association. More than 1,900 questionnaires were received from restaurant operators, and 1,852 were used as the basis for this report. This unique study of the operating results of restaurants in 1988 includes specific financial information on full and limited-menu tableservice restaurants, operators with no tableservice (fast food) and cafeterias.

The data have been compiled on the basis of type of restaurant, location, affiliation, years of operation, sales volume, menu theme and other significant categories.

Generally, operating results are expressed as amounts per restaurant seat and ratios to total sales, the most common bases used in the industry. The amounts and ratios in the exhibits and text are the medians and upper and lower quartiles of those reporting the data, unless otherwise noted. They are intended to be used as guidelines, not as standards or goals. They are not an attempt by the National Restaurant Association or L&H to set or conform prices or operating ratios for the industry. Rather, they should be used as a basis for comparison with your operation by using the worksheet in the back of the report and the appropriate figures from the schedules. We believe that evaluation of the variances revealed by that comparison can be helpful.

We would like to express our gratitude to those restaurant operators who supplied complete data for their restaurants, making this study possible.

National Restaurant Association
Harris H. Rusitzky
Chairman of the Board and
President

Laventhol & Horwath
Richard C. Conti, Chairman
Restaurant and Foodservice
Practice Group

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EXPLANATORY NOTES

Readers should be aware that the operators who participated in this study are not identical with those who participated in prior years' studies. This makes comparisons with previous data difficult because reporting ratios can be vastly different. However, comparisons of the information in past reports may be useful in identifying certain financial trends.

As in previous years, medians and quartiles are used extensively in data presentation. Medians are the middle values of all amounts calculated for a particular item when placed in sequential order. Half of all values reported are below the median and half are above. Readers should be aware that medians are calculated only from respondents reporting information for each individual line item. To provide readers with a better understanding of the range of reported values, lower and upper quartiles are also presented. These are the midpoints of each group bounded by the median. In other words, the sample is broken into four equal parts when arranged in sequential order. The lower quartile divides the sample into the lowest quarter and higher three-quarters of the sample; the upper quartile divides the sample into the highest quarter and lower three-quarters of the sample. It is important to note that columns composed of medians and quartiles may not add to the totals shown in the exhibits of this report, because all participants did not respond to every line item.

THE FOODSERVICE INDUSTRY

The foodservice industry is a large and diverse business. For example:

- Industry sales will reach $227.3 billion in 1989 and equal nearly 5 percent of the U.S. Gross National Product.
- There are some 636,000 foodservice operations in the United States.
- Over 42 cents of the consumer's food dollar goes to meals and snacks away from home.
- More than eight million people are employed in the industry.
- The typical individual eats out an average of 3.7 times a week or 192 times a year.

The economic climate in 1989 remains favorable to the foodservice industry. The National Restaurant Association expects 1989 real sales (adjusted for inflation) to increase 2.2 percent, marking the industry's ninth consecutive year of real sales growth. This year's increase lags slightly behind 1988's 2.6 percent real gain but represents a substantial $14.3 billion in absolute terms. The sheer size of this absolute dollar increase presents opportunities for both operators and their suppliers.

Sales for commercial restaurants (eating places, contract foodservice, hotel/motel restaurants, retail hosts) have increased steadily in the past few years. In 1989, sales for the commercial segment are forecast to reach $202 billion, up from $188.7 billion 1988. Inflation-adjusted sales for this segment are expected to rise 2.4 percent in 1989, compared with a gain of 2.9 percent in 1988.

Consumer lifestyle and demographics

Changes in consumer demographics and lifestyles will continue to effect the foodservice industry.

More single parents. According to Census Bureau projections, population growth in the United States is slowing. For 1989 the annual rate of growth is forecast to be 0.90 percent, which will decline to 0.66 percent by 1997. In addition to the gradual moderation in population growth, household composition has shifted.

Although the number of family households is increasing, those headed by a single parent are growing at a faster rate than those headed by a married couple. Single-parent families represent the most rapidly growing household group. Because single parents often have little time for meal preparation, they show a greater tendency to purchase takeout food than other family types.

In addition, the number of single-person households continues to grow. This is good news for the foodservice industry because singles spend a relatively large portion of their food dollar away from home and eat out more frequently than other consumers.

Increased focus on the home. With the number of families on the rise, it is not surprising to see an increased interest in the home. For many consumers, relaxing at home includes using restaurant delivery and carryout services and watching the videocassette recorder (VCR). The foodservice industry will benefit by providing more takeout options and delivery services for consumers dining at home. Also, opportunities for off-premises catering are likely to grow in response to increased home entertaining.

Nutrition and health. According to a 1988 National Restaurant Association Gallup survey, restaurant patrons continue to be concerned about nutrition. Fifty-nine percent of adults are very interested in menu items for the nutrition conscious consumer at tableservice restaurants. Restaurateurs are responding to the interest in nutrition. A 1988 National Reataurant Association survey of tableservice operators shows that the vast majority of restaurants will alter menu items on request to satisfy nutrition concerns. A majority offer items for nutrition-conscious consumers, and one-third to one-half feature menu items based on their nutritional benefits.

Chefs and food manufacturers are developing cooking methods and recipes that reduce the fat and cholesterol levels of foods. Grilling has gained prominence and operators are experimenting with other low-fat cooking techniques.

In conjunction with the trend toward lower-fat food, grains are gaining a place on restaurant menus.

Growth of minorities. As has been the trend in recent years, the Hispanic and Asian population will continue to increase. Based on regional census information, the majority of Hispanics reside in California or Texas and most Asians live in California, Hawaii and New York. However, both groups are relocating to other areas of the country, particularly to the South and Midwest. With this migration of Hispanics and Asians into new areas, changes in regional cuisines can be expected.

Foodservice Industry Sales
1988 and 1989 ($000)

	1988	1989
Total Foodservice Industry	$213,010,146	$227,294,011
Commercial Foodservice Group	188,716,108	202,034,621
Eating Places	137,443,437	147,116,844
Restaurants and Lunchrooms	70,133,970	74,384,088
Limited Menu (Fast Food) Restaurants	60,124,238	65,054,426
Institutional Foodservice Group	23,266,462	24,167,723
Military Foodservice Group	1,027,576	1,091,667

Foodservice industry sales include all meal and snack sales at commercial restaurants, institutional organizations, hotel/motel restaurants and food contractors. Commercial Foodservice Group sales include all meal and snack sales at commercial restaurants, food contractor outlets, hotel/motel restaurants and retail host restaurants.
Source: National Restaurant Association.

The market for older Americans. The U.S. population is aging. According to the Census Bureau, the median age of the population is projected to be 32.6 in 1989 and 34.3 by 1994. The population over 65 years of age has jumped from 9.8 percent in 1970 to 12.5 percent in 1989. Consequently, restaurant operators are realizing the importance of meeting their foodservice needs.

Industry trends

Food and menu. From fine dining establishments to quickservice restaurants, restaurant operators are expanding menus and breaking tradition to meet the demands of their increasingly sophisticated patrons. "Fresh is best" seems to be the battle cry of many chefs.

An offshoot of the movement toward fresh ingredients is the proliferation of regional American dishes. Taking advantage of local fresh ingredients, many chefs are featuring traditional regional dishes. Some are updating old-style recipes and preparation methods; others are Americanizing old ethnic favorites.

Mexican and Asian segments have been among the fastest-growing ethnic concepts, with Italian restaurants close behind partly due to the rapid expansion among chains. Until recently, Italian restaurants were operated largely by independents. But chain operators are expanding into this market since Italian food continues to lead the list of ethnic favorites.

Food bars should remain popular in 1989. A Gallup survey conducted for the National Restaurant Association in 1988 reveals that 63 percent of adults who had visited a restaurant in the 30 days prior to the survey had made purchases from a salad or self-service food bar. The food bar can raise check averages, increase traffic and encourage repeat visits.

Takeout. With the foodservice market becoming more competitive, restaurateurs are paying increased attention to takeout.

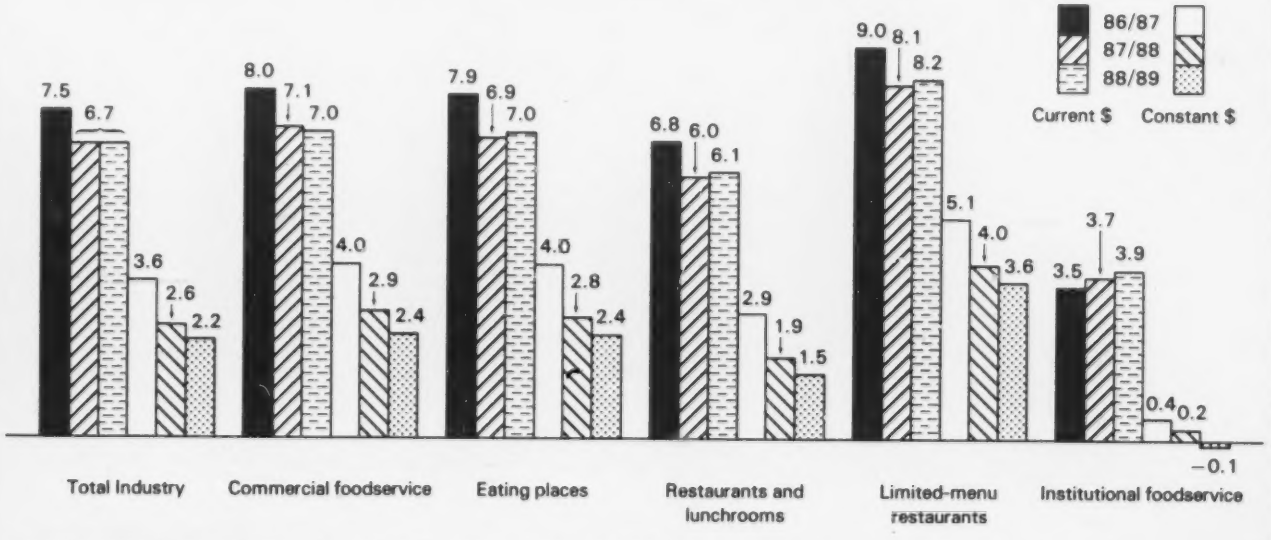
According to a National Restaurant Association survey, nearly nine out of 10 tableservice restaurants with per-person dinner checks averaging less than $8.00 provide ready to eat carry-out items, as do 82 percent of restaurants in the $8.00 to $14.99 category. Takeout is an appealing convenience service to some consumers when it is offered at tableservice restaurants. Thirty-nine percent of the consumers responding to an Association survey said they would be likely to purchase such meals at tableservice restaurants if they knew they were available.

Many restaurateurs are expanding successful takeout concepts and developing new ones in order to tap this growing market. An emphasis on upscale takeout is expected in 1989 as more establishments try to meet customer demand for convenience.

Delivery. Delivery service should continue to expand over the next few years, with a substantial number of establishments already offering this service. Eighteen percent of consumers report that they are very likely to use delivery service if it is available at tableservice restaurants. Technological advances in food preparation and packaging will improve the quality and expand the variety of possible delivery offerings.

Consumers can expect to see more delivery offerings of ethnic food, particularly Asian food. Small "delivery only" kiosks should continue to pop up across

Foodservice Industry
Percent Change in Dollar Sales, 1987–1989



Foodservice industry sales include all meal and snack sales at commercial restaurants, institutional organizations, hotel/motel restaurants and food contractors. Commercial Foodservice Group sales include all meal and snack sales at commercial restaurants, food contractor outlets, hotel/motel restaurants and retail host restaurants.
Note: 1988 and 1989 figures are projected.
Source: National Restaurant Association.

the country. These outlets have the cost advantages of being lean-staffed and having lower overhead.

Consolidation. In 1989 industry consolidation will continue. Companies will be hunting for profitable foodservice mergers and acquisitions, although the action is not likely to be as frantic as in recent years. Some larger chains will be exploring the possibility of downsizing by shedding unprofitable units and restructuring corporate operations. Many smaller chains and independents will be merging and acquiring new operations. However, in making acquisitions, these companies—as well as some of the larger chains—will be seeking to bolster their presence in their current market segment rather than expand into new markets.

Globalization. During the past few years, foreign companies and organizations have substantially increased their investment and ownership of U.S. companies and real estate. Within the next few years, foreign penetration into the domestic foodservice market will probably increase. However, this penetration is likely to be in the form of purchases of existing successful concepts rather than through the introduction of new concepts. Foreign companies, particularly those from Western Europe and Japan, are likely to be more involved in future merger and acquisition activity.

As the domestic market becomes saturated, some U.S. chains are rapidly expanding to markets overseas. U.S. foodservice companies are likely to increase their focus on Canada, Japan, Australia and Southeast Asia as this region's strong economic growth makes investment and expansion attractive.

Outlook

The 1989 forecast for the foodservice industry is for continued but moderate growth. This will be driven by population gains and increased demand from consumers who once viewed food prepared away from home as a luxury but increasingly see it as a necessity. Hence, consumers are spending a larger share of their food dollar away from home.

A recent National Restaurant Association research project, which solicited a panel of experts to comment on the industry in the year 2000, predicted that competition in the foodservice industry will be more intense at the turn of the century but continued growth is expected. Despite threats of increased government regulation, opportunities will remain substantial.

National Restaurant Association
Research and Information
Service Department

Highlights from the restaurant industry dollar

- Limited-menu no tableservice establishments had net income before taxes of 8.9 percent of total sales, the highest proportion among the four restaurant categories.
- At *limited-menu tableservice* establishments, payroll expenditures were 28.9 percent of total sales, the highest of the four restaurant categories.
- *Full-menu tableservice* restaurants had the highest percentage of direct operating expenses, while net income before taxes was the lowest recorded of the four restaurant categories, 5.0 percent of total sales.
- More than 97 percent of total revenue at cafeterias came from the sale of food. The cost of food sold was 36.9 percent of the total sales dollar, the highest ratio among the four restaurant categories.

The Restaurant Industry Dollar**

	Full-Menu Tableservice	Limited-Menu Tableservice	Limited-Menu No Tableservice	Cafeteria
Where It Came From*				
Food Sales	81.3	83.5	98.1	97.1
Beverage Sales	16.8	14.6	1.6	1.2
Other Income	1.9	1.9	0.3	1.7
Where It Went*				
Cost of Food Sold	29.5	28.3	31.1	36.9
Cost of Beverage Sold	4.6	3.9	0.4	0.4
Payroll	26.9	28.9	23.5	25.4
Employee Benefits	2.6	4.5	3.1	4.1
Direct Operating Expenses	6.9	6.4	5.7	4.2
Music and Entertainment	1.0	0.5	0.3	0.1
Advertising and Promotion	2.6	2.6	4.8	1.3
Utilities	2.8	3.0	2.9	2.7
Administrative and General	3.8	4.3	4.4	3.7
Repairs and Maintenance	1.9	1.7	2.1	1.3
Rent	4.7	3.7	6.8	6.4
Property Taxes	0.6	0.7	0.7	0.5
Other Taxes	1.3	0.5	0.4	0.6
Property Insurance	1.3	1.2	0.9	0.8
Interest	1.1	1.1	0.6	0.8
Depreciation	2.9	2.9	3.0	3.6
Other Deductions	0.5	0.5	0.4	0.6
Net Income Before Income Taxes	5.0	5.3	8.9	6.6

*All figures are weighted averages.
**Based on 1988 data.

UNDERSTANDING MEDIANS & MEANS

The annual studies written by the Research Division of Laventhol & Horwath utilize medians for the majority of their reported results. This article will give an in-depth explanation on medians and quartiles, as well as briefly discussing means, along with practical uses of both.

A median is defined as the middle value of all amounts calculated for a specific line item. For example, if we received nine responses for number of full time employees—8,4,2,6,9,7,5,1,3; these numbers would be arranged sequentially—1,2,3,4,5,6,7,8,9 and the middle value "5" would be the median since 50 percent of the responses received are below the value and 50 percent are above.

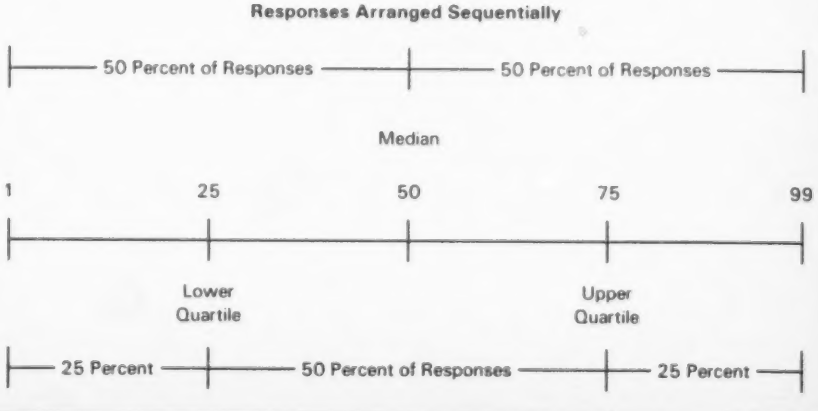
In conjunction with medians, lower and upper quartiles are used to give a further description to the sample results. Occasionally, we use means to report data, but we believe the median is the most appropriate method to report our results. This is because the median gives less biased results. Medians keep results from being skewed by one or two respondents. For example, if a few responding restaurants incurred large operating losses, these losses would be divided evenly among all restaurants in the sample (when using mean calculations); and bring down the average net profit of the entire group, which for the most part may have had respectable profits.

Quartiles divide the responses into four equal parts, with the median still being the middle value. The ***lower quartile*** is the value that separates the lowest 25 percent of the responses from the rest of the sample when arranged sequentially, while the ***upper quartile*** defines the boundaries of the upper 25 percent of the responses from the lower 75 percent. Stated another way, 50 percent of all responses fall between the lower and upper quartiles. For example, if we receive 99 responses for a specific item and the responses (conveniently) were numbered 1 through 99, the median (or middle value) would be 50, the lower quartile would be 25 (25 percent of the responses would be below 25), and the upper quartile would be 75 (25 percent of the responses would be above 75). Fifty percent (or half) of the responses would fall between the lower and upper quartiles. (See chart below.)

While reading this report, it should become evident that columns do not total when medians are involved. The reason behind this is EACH LINE ITEM IS ANALYZED SEPARATELY! In the accompanying table (page 11) when all amounts are arranged sequentially, the median net profit amount per seat for total sales is $5,197. This figure is based on the 354 restaurants* that gave us information for this specific line item. The median net profit amounts per seat for total food and beverage sales were $4,163 and $1,091 respectively. These two amounts were analyzed on a sample of 326 and 254 restaurants, respectively, that gave us separate food sales and beverage sales figures. Different sample sizes is one reason why figures do not add to the totals shown.

There is another major reason that columns do not total. When using medians, it is important to remember that the median food sales, the median beverage sales and the median total sales figures reported probably represent the results for three separate restaurants, even though the sample size of each may be equal. This also holds true for lower and upper quartile figures.

The terms MEAN, AVERAGE, and



UNDERSTANDING MEDIANS

Table I
Net Profit

	Amount Per Seat		
	Lower Quartile	Median	Upper Quartile
Sales			
Food	$2,787	$4,163	$6,246
Beverage	555	1,091	2,254
Total Sales	3,381	5,197	7,788
Cost of Sales			
Food	1,030	1,499	2,331
Beverage	139	306	587
Total Cost of Sales	1,154	1,877	2,637
Gross Profit	2,110	3,313	5,154
Other Income	13	41	113
Total Income	$2,213	$3,445	$5,362

Table II
Restaurant Seating

Restaurant	Number of Seats	Average Daily Seat Turnover	Number Seats Occupied Daily (Column 1 × Column 2)
1	60	3.80	228
2	80	4.20	336
3	100	3.70	370
4	120	2.90	348
5	140	2.00	280
6	160	1.70	272
7	180	1.90	342
8	500	1.20	600
9	600	1.00	600
Total	1,940	22.40	3,376
Median	140	2.00	342[1]
Average (rounded)	216	2.49	538

[1]The median number of seats occupied daily is 280 (the middle value of column 3). Notice that this is not equal to the product of the median number of seats multiplied by the median average daily seat turnover, which is 280. It is incorrect to use medians in calculations, such as addition or multiplication.

ARITHMETIC MEAN are all synonymous. A mean is calculated by summing the results and dividing by the number of responses. In Table II, the sum of the number of restaurant seats is 1,940. Divide this by the nine respondents and the mean (average) is 216 seats per restaurant. By comparison, the median number of seats is 140. It is obvious that the average is skewed by the two restaurants with 500 and 600 seats.

Table II shows a group of restaurants that responded to number of seats available. They also provided the number of guests served, so the average daily seat turnover was calculated. The average number of seats for this sample is approximately 216 (1,940 divided by 9) and the median number of seats is 140 (the middle value of all respondents when responses are arranged sequentially). The average seat turnover is 2.49 and the median is 2.00. With this information, the mean and median for the number of seats occupied daily can be calculated.

- The median number of seats occupied daily is 280 (the middle value of column 3).
- To compute the average number of seats occupied per day, multiply the average number of seats per restaurant of 216 by the average daily seat turnover of 2.49. This gives the average daily seat turnover of approximately 538. The mean number of seats is greatly influenced by the two large properties with 500 and 600 seats.

As shown, median and means both have their uses, with medians not being affected by one or two responses that vary significantly from the rest of the sample. This is the main reason the majority of our studies report the date as medians.

**The number used for sample sizes are representative and are not actual sample sizes.*

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INTRODUCTION TO ANALYSIS OF DATA

by Nina J. Savitz
Research Division, Laventhol & Horwath

The 1989 Restaurant Industry Operations Report is divided into four sections. Each section provides analyses on one of the following types of operations:

Section A: Full-Menu Tableservice
Section B: Limited-Menu Tableservice
Section C: Limited-Menu No Tableservice
Section D: Cafeteria

Respondents were asked to select which of the above categories most closely represents their operation. The data in each section is presented in individual exhibits that characterize the operating statistics of various types of establishments. Each section provides financial and operating information, which is presented in the following breakdowns:

Type of Establishment
(Food Only/Food and Beverage)
Years in Business
Region
Location (Urban/Suburban/Rural)
Affiliation (Single Unit/Multi-Unit)
Profit Versus Loss
Menu Theme
Sales Volume
Meals Served (Breakfast/Lunch/Dinner)
Lease Versus Own
Ownership (Proprietorship, Partnership, etc.)

This year, an analysis of payroll by function is presented when sample size allows.

More than 1,930 restaurants throughout the United States responded to our survey. After a careful review for accuracy and completeness, 1852 questionnaires were used for the analysis—a 30 percent increase over last year's report. Before analyzation, usable questionnaires were separated into the four previously mentioned categories. A sample copy of the questionnaire can be found at the end of this publication.

SECTION A—FULL-MENU TABLESERVICE

In 1988, the median average check size for full-menu restaurants was $9.07—considerably higher than the other types of establishments analyzed in this report, reflecting the higher priced menus at these establishments. The service of alcoholic beverages at many full-menu tableservice restaurants further increases the check size. The median ratio of income to total sales (before income taxes) was 3.0 percent.

Restaurants with Steak/Seafood and American themes represented more than 57 percent of the full-menu tableservice sample. Steak/Seafood style establishments recorded the highest level of median total sales per seat at $5,444. Continental restaurants followed with total sales of $5,360 per seat and had the highest median ratio of total controllable expenses to total sales—54.9 percent.

The majority of full-menu restaurants were operated as single-unit, independent facilities. Of all the affiliations, multi-unit company operated restaurants have the highest median income before income taxes, 4.2 percent as a ratio of total sales, compared with single-unit independent and multi-unit franchise operated establishments with incomes of 2.4 percent and 2.2 percent, respectively.

Full-menu establishments serving food and beverage reported total occupation costs per square foot that were more than two dollars higher than at those operations offering food only. Sales, cost of sales and payroll expenditures per seat at food only establishments were slightly higher than restaurants serving both food and beverage. Median income before income taxes for food only operations was $328 per seat, compared with $93 at food and beverage operations.

Highlights
• The median average check was $9.07 and the average daily seat turnover was 1.3.
• Establishments experiencing a net profit reported median total sales of $5,897 per seat, while those restaurants that experienced a net loss reported total sales of $3,606 per seat.
• In 1988 full-menu restaurants experienced a median earnings ratio of 3.0 percent.
• The median total sales per full-time equivalent employee was $28,800.
• Median food sales were $4,180 per seat, while beverage sales accounted for $941 per seat.
• Median total sales per square foot were $181.
• Median restaurant profit was 3.6 percent of total sales.
• The median total cost of sales was $1,766 per seat.

Characteristics
• Almost 70 percent of full-menu tableservice restaurants are single units, i.e., independents.
• Over half of the responding establishments have been in business for more than 10 years.
• 58 percent of full-menu tableservice restaurants have a steak/seafood or American menu theme.

Exhibit A-1
Composition of Participating Full-Menu
Tableservice Restaurants
Number of Respondents: 1,262

	Percentage of Respondents
Type of Establishment:	
Food Only	17.1%
Food and Beverage	82.6
Not Specified	0.3
Years in Business:	
Under 5 Years	24.2%
5 to 10 Years	19.3
Over 10 Years	55.1
Not Specified	1.4
Region:†	
Northeast	25.4%
North Central	25.4
South	19.7
West	29.5
Location:	
Urban	37.4%
Suburban	37.0
Rural	24.3
Not Specified	1.3
Affiliation:	
Single Unit— Independent	69.8%
Multi-Unit— Company Operated	20.9
Multi-Unit— Franchisee Operated	5.0
Not Specified	4.3
Meals Served:	
Lunch Only	0.2%
Dinner Only	8.7
Breakfast and Dinner Only	0.6
Breakfast and Lunch Only	1.4
Lunch and Dinner Only	46.9
All Meals	33.7
Open 24 Hours	8.0
Not Specified	0.5

	Percentage of Respondents
Profit Versus Loss:(1)	
Net Profit	70.2%
Net Loss	29.6
Breakeven	0.2
Lease Versus Own:	
Own Land and Building	47.5%
Lease Land and Building	36.7
Lease Land and Own Building	3.9
Own Land and Lease Building	0.5
Not Specified	11.4
Ownership:	
Sole Proprietorship	19.6%
Partnership	10.4
Public Corporation	3.2
Private Corporation	66.5
Not Specified	0.3
Menu Theme:	
Steak/Seafood	21.3%
American	36.5
Continental***	8.1
Italian	5.7
Sandwiches/Hamburgers****	1.3
Regional	3.0
Ethnic*****	5.4
All Others	8.5
Not Specified	10.2
Sales Volume:	
Under $500,000	44.0%
$500,000 to $999,999	24.4
$1,000,000 to $1,999,999	20.4
$2,000,000 and Over	11.2

(1) For respondents specifying.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.
†Regions
Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.
North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.
West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

Exhibit A-2
Full-Menu Tableservice
Average Check

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	$ 5.14	$ 9.07	$15.32
Type of Establishment			
Food Only	$ 3.11	$ 3.89	$ 5.21
Food and Beverage	6.46	10.53	16.86
Years in Business			
Under 5 Years	$ 5.50	$ 9.60	$15.18
5 to 10 Years	5.00	8.13	14.87
Over 10 Years	5.01	9.43	15.41
Location			
Urban	$ 5.92	$10.36	$18.66
Suburban	4.73	8.52	14.04
Rural	5.09	8.39	14.34
Meals Served			
Breakfast and Lunch Only	$ 3.40	$ 4.93	$14.59
Lunch and Dinner Only	7.99	11.14	16.56
Dinner Only	12.15	18.40	26.22
All Meals	4.20	5.53	10.42
Open 24 Hours	2.92	3.48	4.02
Menu Theme			
Steak/Seafood	$ 9.00	$13.54	$17.29
American	4.25	7.24	11.34
Continental***	13.50	20.97	28.26
Italian	7.05	11.17	16.76
Sandwiches/Hamburgers****	5.40	6.92	8.81
Regional	6.61	11.89	19.93
Ethnic*****	**	**	**
Region			
Northeast	$ 6.46	$11.56	$17.95
North Central	4.44	7.82	11.18
South	6.83	10.21	15.86
West	4.50	7.85	15.79
Sales Volume			
Under $500,000	$ 4.18	$ 6.35	$11.35
$500,000 to $999,999	4.40	7.47	13.08
$1,000,000 to $1,999,999	6.94	10.19	15.62
$2,000,000 and Over	9.49	14.58	22.43

**Insufficient response.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-3
Full-Menu Tableservice
Average Daily Seat Turnover

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	0.7	1.3	2.7
Type of Establishment			
Food Only	1.8	3.2	5.2
Food and Beverage	0.6	1.1	2.1
Years in Business			
Under 5 Years	0.6	1.3	2.4
5 to 10 Years	0.8	1.6	2.9
Over 10 Years	0.6	1.3	2.8
Location			
Urban	0.6	1.1	2.3
Suburban	0.8	1.7	3.1
Rural	0.5	1.1	2.3
Meals Served			
Breakfast and Lunch Only	0.3	2.0	3.9
Lunch and Dinner Only	0.7	1.3	2.0
Dinner Only	0.4	0.6	0.9
All Meals	0.7	1.6	3.4
Open 24 Hours	3.3	4.8	6.5
Menu Theme			
Steak/Seafood	0.6	1.1	1.7
American	0.6	1.8	3.6
Continental***	0.4	0.7	1.3
Italian	0.6	1.1	1.7
Sandwiches/Hamburgers****	1.0	1.8	2.8
Regional	0.6	1.0	2.3
Ethnic*****	0.5	0.7	1.7
Region			
Northeast	0.5	1.1	2.1
North Central	0.6	1.3	2.7
South	0.7	1.3	2.5
West	0.8	1.5	3.9
Sales Volume			
Under $500,000	0.5	1.0	1.9
$500,000 to $999,999	0.7	1.5	3.5
$1,000,000 to $1,999,999	0.8	1.7	3.0
$2,000,000 and Over	0.8	1.5	2.6

***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-4
Full-Menu Tableservice
Earnings Ratio

	Lower Quartile	Median	Upper Quartile
All Restaurants	(1.1)%	3.0%	8.6%
Type of Establishment			
Food Only	1.5	6.5	13.3
Food and Beverage	(1.8)	2.3	7.0
Years in Business			
Under 5 Years	(6.6)	1.4	6.7
5 to 10 Years	0.4	4.1	10.2
Over 10 Years	(0.9)	2.9	8.4
Location			
Urban	(0.8)	2.7	7.7
Suburban	(1.4)	2.8	8.9
Rural	(1.2)	3.6	10.1
Menu Theme			
Steak/Seafood	(0.5)	2.7	7.7
American	(1.9)	3.1	9.0
Continental***	(3.5)	1.7	5.4
Italian	(0.2)	3.3	11.6
Sandwiches/Hamburgers****	(1.1)	3.7	8.6
Regional	(1.1)	4.3	10.6
Ethnic*****	**	**	**
Region			
Northeast	(1.4)	2.3	9.0
North Central	(2.0)	2.0	6.0
South	(2.0)	2.3	8.0
West	0.1	4.9	10.6
Sales Volume			
Under $500,000	(7.9)	1.9	9.0
$500,000 to $999,999	(1.1)	2.4	8.0
$1,000,000 to $1,999,999	(0.8)	3.0	8.2
$2,000,000 and Over	1.6	4.8	8.6
Lease Versus Own			
Own Land and Building	(1.5)	2.6	8.3
Lease Land and Building	(0.8)	3.6	7.9
Lease Land and Own Building	0.6	4.5	9.2

**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-5
Full-Menu Tableservice
Net Income Differential*

	Amount Per Seat					
	Net Profit			Net Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$3,072	$4,890	$7,109	$1,741	$2,991	$5,398
Beverage	561	1,195	1,939	347	655	1,380
Total Sales	3,811	5,897	8,222	2,292	3,606	6,223
Cost of Sales						
Food	1,137	1,741	2,455	691	1,130	2,049
Beverage	160	308	565	98	195	394
Total Cost of Sales	1,305	1,972	2,825	858	1,393	2,288
Gross Profit	2,403	3,848	5,380	1,430	2,400	3,880
Other Income	10	28	84	12	25	81
Total Income	2,479	3,917	5,450	1,560	2,531	4,024
Controllable Expenses						
Payroll	1,033	1,623	2,201	737	1,293	2,012
Employee Benefits	90	231	465	53	150	369
Direct Operating Expenses	160	287	471	160	266	452
Music and Entertainment	5	21	65	5	15	56
Advertising and Promotion	34	94	183	39	81	147
Utilities	123	177	238	102	158	222
Administrative and General	71	159	396	62	152	345
Repairs and Maintenance	47	94	150	40	73	129
Total Controllable Expenses	1,765	2,771	3,912	1,432	2,299	3,571
Income Before Occupation Costs	607	1,034	1,550	28	286	622
Occupation Costs						
Rent	155	320	469	158	256	424
Property Taxes	14	29	51	14	32	66
Other Taxes	11	41	97	10	40	103
Property Insurance	44	78	123	39	64	101
Total Occupation Costs	207	407	613	206	322	554
Income Before Interest and Depreciation	291	560	980	(256)	(15)	130
Interest	16	45	116	22	69	180
Depreciation	67	124	223	74	127	230
Restaurant Profit	$ 129	$ 335	$ 733	$ (467)	$ (182)	$ (55)
Other Deductions	14	39	167	5	24	224
Income Before Income Taxes	$ 116	$ 301	$ 704	$ (488)	$ (197)	$ (63)
Other Data						
Average Receipt Per Cover	$ 4.87	$ 8.10	$ 14.25	$ 5.68	$ 10.25	$ 16.06
Average Daily Seat Turnover	0.9	1.8	3.4	0.6	1.1	1.9
Productivity Index	2.77	3.15	3.67	2.42	2.78	3.26

*All ratios are based as a percent of total sales except food and beverage costs, which are based on their respective sales.

Ratio to Total Sales					
Net Profit			Net Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
74.1%	82.9%	100.0%	72.0%	79.1%	93.8%
14.4	22.2	28.8	14.7	22.9	28.7
100.0	100.0	100.0	100.0	100.0	100.0
31.2	35.5	40.1	34.7	39.3	43.1
23.0	27.0	32.5	24.7	28.1	33.9
30.8	34.0	38.2	33.2	36.7	41.2
61.8	66.0	69.2	58.8	63.3	66.8
0.2	0.4	1.3	0.2	0.5	2.4
62.7	66.9	70.0	60.1	64.4	68.4
24.2	27.6	31.4	27.3	31.6	36.9
1.9	4.4	6.1	1.9	4.5	6.9
3.8	5.0	6.5	4.7	6.6	9.7
0.1	0.4	1.2	0.1	0.5	2.0
0.8	1.7	2.8	1.1	2.1	3.6
2.4	3.1	3.9	2.9	3.8	5.1
1.6	3.2	5.4	1.9	3.8	6.5
1.1	1.6	2.3	1.3	1.9	2.8
43.2	47.9	53.1	51.1	56.7	63.7
13.5	18.1	22.6	1.2	8.2	12.4
3.1	5.3	7.0	4.4	6.3	8.5
0.3	0.5	1.0	0.4	0.8	1.8
0.2	0.6	2.8	0.3	0.7	3.5
0.9	1.4	2.1	1.0	1.8	2.9
4.5	7.2	9.3	6.2	8.9	11.8
6.4	10.3	15.7	(6.7)	(0.3)	(3.2)
0.3	1.0	2.3	0.6	1.8	4.1
1.4	2.2	3.7	2.0	3.5	5.1
3.2%	6.4%	11.6%	(13.6)%	(4.3)%	(1.4)%
0.2	0.9	3.0	0.1	0.6	4.9
2.7%	6.0%	10.6%	(14.0)%	(4.6)%	(1.7)%

Exhibit A-6
Full-Menu Tableservice
Cost Per Dollar of Sales*

	Total Cost of Sales	Total Payroll	Prime Cost
All Restaurants	34.7¢	33.4¢	68.4¢
Type of Establishment			
Food Only	33.8¢	33.9¢	68.2¢
Food and Beverage	35.0	33.3	68.4
Years in Business			
Under 5 Years	35.0¢	33.4¢	68.4¢
5 to 10 Years	34.2	32.4	65.6
Over 10 Years	35.0	34.1	69.7
Location			
Urban	34.7¢	33.5¢	68.4¢
Suburban	34.4	33.8	68.0
Rural	35.4	32.4	69.5
Menu Theme			
Steak/Seafood	36.8¢	31.6¢	68.6¢
American	34.2	34.2	68.5
Continental***	32.5	35.7	67.3
Italian	36.1	31.2	66.9
Sandwiches/Hamburgers****	31.8	33.8	65.6
Regional	35.1	33.4	68.7
Ethnic*****	**	**	**
Region			
Northeast	36.0¢	33.6¢	69.8¢
North Central	36.2	32.5	69.2
South	35.4	33.2	67.7
West	34.0	31.9	66.2
Ownership			
Sole Proprietorship	35.8¢	33.4¢	69.9¢
Partnership	32.1	33.9	65.9
Public Corporation	37.4	30.8	66.4
Private Corporation	32.4	29.8	59.6
Profit Versus Loss			
Net Profit	33.7¢	32.2¢	66.0¢
Net Loss	36.6	36.2	73.4

*All amounts are medians.
**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-7
Full-Menu Tableservice
Number of Employees*

	Number of Employees Per Restaurant		
	Full-Time	Part-Time (20–35 Hours)	Part-Part-Time (Under 20 Hours)
All Restaurants	13.0	12.0	8.0
Type of Establishment			
Food Only	10.0	10.0	9.0
Food and Beverage	14.0	14.0	10.0
Location			
Urban	14.0	12.0	8.0
Suburban	15.0	15.0	11.0
Rural	10.0	10.0	7.0
Menu Theme			
Steak/Seafood	15.0	16.0	10.0
American	12.0	11.0	10.0
Continental***	15.0	14.0	6.0
Italian	10.0	11.0	6.0
Sandwiches/Hamburgers****	10.0	15.0	9.0
Regional	14.0	10.0	6.0
Ethnic*****	8.0	9.0	5.0
Region			
Northeast	12.0	13.0	10.0
North Central	11.0	13.0	10.0
South	16.0	13.0	9.0
West	12.0	10.0	10.0
Sales Volume			
Under $500,000	10.0	9.0	5.0
$500,000 to $999,999	11.0	10.0	9.0
$1,000,000 to $1,999,999	19.0	20.0	14.0
$2,000,000 and Over	40.0	30.0	20.0
Affiliation			
Single Unit—Independent	13.0	10.0	7.0
Multi-Unit—Company Operated	14.0	17.0	13.0
Multi-Unit—Franchisee Operated	11.0	20.0	20.0
Ownership			
Sole Proprietorship	4.0	5.0	7.0
Partnership	8.0	11.0	10.0
Public Corporation	**	**	**
Private Corporation	9.0	10.0	5.0

*All amounts are medians.
**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-8
Full-Menu Tableservice
Breakdown of Payroll by Function

	Total	Type of Establishment		Sales Volume ($000)			
		Food Only	Food and Beverage	Under $500	$500 to $999	$1,000 to $1,999	$2,000 and Over
Function—Ratio to Total Payroll (Mean)*							
Service	34.3%	36.8%	34.2%	35.8%	33.8%	32.9%	35.1%
Preparation	34.0	34.0	33.9	31.7	34.2	36.1	33.1
Sanitation	6.8	7.5	6.7	5.7	5.8	6.4	7.5
Administrative and General	19.6	18.9	19.8	21.9	20.4	19.8	18.8
Other	5.3	2.8	5.4	4.9	5.8	4.8	5.5
Total Payroll	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Function—Amount Per Seat (Median)*							
Service	$ 452	$ 549	$ 437	$262	$ 357	$1,545	$ 823
Preparation	539	582	532	282	447	534	881
Sanitation	120	153	117	77	101	131	177
Administrative and General	330	382	305	197	282	340	450
Other	99	95	113	70	107	81	132
Total Payroll	$1,462	$1,582	$1,417	$875	$1,214	$1,744	$2,536

*Based on those establishments providing breakdowns.
**Insufficient response.
***Continental includes French.
****Sandwich/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-9
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Square Foot*

	All Restaurants			Type of Establishment		Menu Theme						
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	Steak/ Seafood	American	Continental	Italian	Sandwiches/ Hamburgers ****	Regional	Ethnic*****
Sales												
Food	$ 90	$147	$228	$165	$141	$145	$149	$151	$132	$107	$139	**
Beverage	17	36	65	N/A	36	45	28	56	28	48	54	**
Total Sales	$115	$181	$270	$173	$182	$187	$178	$194	$162	$152	$176	**
Gross Profit	$ 73	$115	$176	$114	$115	$116	$115	$125	$106	$ 94	$106	**
Occupation Costs												
Rent	$ 5.47	$ 10.26	$ 17.16	$ 10.33	$ 10.20	$ 9.44	$ 10.78	$ 11.99	$ 7.60	$ 10.16	$ 7.09	**
Property Taxes	.50	1.00	1.88	.90	1.01	.94	1.10	.83	.98	.83	.51	**
Other Taxes	.40	1.24	3.86	.72	1.32	1.12	1.60	1.05	.63	.67	1.96	**
Property Insurance	1.47	2.33	3.88	2.14	2.48	2.38	2.17	3.20	2.76	2.20	3.45	**
Total Occupation Costs	$ 7.06	$ 13.11	$ 21.86	$ 11.48	$ 13.51	$ 11.89	$ 14.30	$ 14.08	$ 11.91	$ 15.55	$ 10.26	**

*All amounts are medians unless otherwise stated.
**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.
N/A—Not applicable.

Menu Theme						
Steak/Seafood	American	Continental***	Italian	Sandwiches/ Hamburgers****	Regional	Ethnic*****
34.6%	36.9%	30.8%	32.7%	30.2%	35.4%	38.0%
36.9	33.1	33.1	35.0	30.9	32.5	35.7
5.9	7.1	6.7	7.5	5.1	8.4	0.8
18.1	17.8	24.3	20.1	25.4	16.2	23.6
4.5	5.1	5.1	4.7	8.4	7.5	1.9
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
$ 464	$ 458	$ 420	$ 368	$358	$ 390	$ 408
525	536	471	625	387	658	455
101	121	130	97	67	124	59
283	331	410	380	131	213	369
58	128	165	113	••	160	65
$1,573	$1,531	$1,726	$1,250	$945	$1,459	$1,206

Location			Region				Sales Volume ($000)			
Urban	Suburban	Rural	Northeast	North Central	South	West	Under $500	$500 to $999	$1,000 to $1,999	$2,000 and Over
$141	$176	$104	$136	$121	$157	$175	$78	$135	$188	$234
44	33	27	40	29	50	38	17	30	46	65
$185	$210	$123	$169	$152	$185	$202	$93	$158	$239	322
$120	$137	$ 80	$108	$ 98	$122	$136	$59	$102	$154	$217
$ 9.20	$ 12.91	$ 7.66	$ 9.43	$ 8.42	$ 10.78	$ 12.98	$ 5.00	$ 9.98	$ 12.40	$ 17.27
1.07	1.19	.82	.90	1.13	.82	1.09	.76	1.12	.99	1.43
1.25	1.26	.93	.67	2.76	1.25	1.07	1.00	1.72	1.26	.77
2.50	2.39	2.10	2.85	2.03	2.34	2.34	1.68	2.33	2.63	3.74
$ 12.27	$ 16.40	$ 9.13	$ 10.75	$ 11.25	$ 14.43	$ 16.27	$ 7.17	$ 13.51	$ 17.20	$ 22.90

Exhibit A-10
Full-Menu Tableservice
Employee Information*

	Full-Time Equivalent Employees			Amount Per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll
All Restaurants	30.0	16.7	12.0	$28,800	$ 9,463
Type of Establishments					
Food Only	26.8	21.3	6.6	$24,119	$ 8,243
Food and Beverage	30.4	15.6	13.7	30,145	9,840
Profit Versus Loss					
Net Profit	32.5	13.7	10.5	$29,588	$ 9,187
Net Loss	27.0	15.1	14.0	27,558	9,921
Location					
Urban	29.9	15.9	12.8	$30,368	$ 9,810
Suburban	38.0	19.5	11.1	29,590	9,529
Rural	23.0	13.6	12.5	25,572	8,594
Menu Theme					
Steak/Seafood	33.8	15.8	15.0	$30,490	$ 9,877
American	30.8	17.7	9.9	27,784	8,942
Continental***	30.3	16.6	22.5	34,691	11,530
Italian	22.1	14.8	13.5	28,805	8,874
Regional	26.8	15.9	13.2	29,739	9,648
Ethnic*****	14.5	10.0	13.5	**	**
Region					
Northeast	30.0	16.7	13.6	$30,542	$ 9,662
North Central	27.5	14.5	10.4	26,810	8,464
South	33.8	17.1	13.0	28,558	9,472
West	29.8	17.8	11.1	30,439	10,293
Sales Volume					
Under $500,000	17.5	13.1	12.9	$22,809	$ 6,875
$500,000 to $999,999	26.8	17.1	10.1	26,925	9,122
$1,000,000 to $1,999,999	41.5	20.6	11.2	31,613	10,178
$2,000,000 and Over	77.5	22.9	13.6	38,796	12,850
Affiliation					
Single Unit—Independent	25.3	14.7	13.2	$28,279	$ 9,575
Multi-Unit—Company Operated	41.4	21.3	10.5	30,243	9,546
Multi-Unit—Franchisee Operated	40.3	22.5	9.8	29,022	9,005

*All amounts are medians.
**Insufficient data.
***Continental includes French.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Exhibit A-11
Full-Menu Tableservice
Statement of Income and Expenses—All Restaurants*

	All Restaurants					
	Amount Per Seat			Ratio to Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$2,267	$4,180	$6,317	72.7%	80.9%	98.2%
Beverage	455	941	1,739	14.9	22.6	29.1
Total Sales	2,894	5,052	7,540	100.0	100.0	100.0
Cost of Sales						
Food	850	1,528	2,307	32.3	36.9	41.5
Beverage	126	250	497	23.8	27.3	32.6
Total Cost of Sales	1,035	1,766	2,632	31.5	35.0	39.1
Gross Profit	1,828	3,216	4,844	60.9	65.0	68.5
Other Income	10	28	85	0.2	0.5	1.6
Total Income	1,899	3,354	5,015	61.7	65.9	69.7
Controllable Expenses						
Payroll	927	1,485	2,130	25.0	28.6	33.0
Employee Benefits	74	198	435	2.0	4.4	6.3
Direct Operating Expenses	160	282	464	4.0	5.3	7.6
Music and Entertainment	5	17	60	0.1	0.5	1.4
Advertising and Promotion	35	89	169	0.9	1.8	3.0
Utilities	114	172	235	2.5	3.3	4.2
Administrative and General	69	160	385	1.6	3.5	5.8
Repairs and Maintenance	44	87	144	1.1	1.7	2.4
Total Controllable Expenses	1,662	2,619	3,819	44.8	50.5	56.6
Income Before Occupation Costs	346	732	1,313	10.2	15.3	20.8
Occupation Costs						
Rent	158	292	451	3.5	5.7	7.5
Property Taxes	14	30	55	0.3	0.6	1.2
Other Taxes	11	41	99	0.2	0.7	3.0
Property Insurance	42	72	115	0.9	1.5	2.4
Total Occupation Costs	207	372	586	5.0	7.6	10.0
Income Before Interest and Depreciation	93	337	740	2.7	7.5	13.1
Interest	18	50	138	0.4	1.2	2.8
Depreciation	70	125	224	1.6	2.5	4.2
Restaurant Profit	$ (47)	$ 141	$ 537	(1.1)%	3.6%	9.1%
Other Deductions	10	39	167	0.2	0.8	3.5
Income Before Income Taxes	$ (54)	$ 123	$ 513	(1.1)%	3.0%	8.6%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

Exhibit A-12
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$3,815	$5,402	$7,195	$2,040	$3,812	$6,051
Beverage	N/A	N/A	N/A	455	941	1,737
Total Sales	3,828	5,530	7,302	2,703	4,971	7,629
Cost of Sales						
Food	1,308	1,834	2,435	798	1,436	2,262
Beverage	N/A	N/A	N/A	126	250	497
Total Cost of Sales	1,324	1,858	2,439	984	1,748	2,689
Gross Profit	2,428	3,555	4,663	1,724	3,141	4,957
Other Income	7	14	21	12	34	96
Total Income	2,479	3,566	4,669	1,827	3,239	5,045
Controllable Expenses						
Payroll	1,141	1,615	2,045	900	1,443	2,203
Employee Benefits	73	258	422	74	190	440
Direct Operating Expenses	120	253	348	168	288	500
Music and Entertainment	2	4	14	6	21	63
Advertising and Promotion	20	61	120	40	93	181
Utilities	154	191	252	109	167	230
Administrative and General	51	104	217	75	188	423
Repairs and Maintenance	39	84	134	45	87	149
Total Controllable Expenses	1,890	2,617	3,383	1,609	2,618	3,990
Income Before Occupation Costs	545	1,010	1,394	317	693	1,282
Occupation Costs						
Rent	147	325	450	158	281	450
Property Taxes	13	34	61	14	30	55
Other Taxes	4	36	126	11	41	95
Property Insurance	40	69	102	42	72	119
Total Occupation Costs	192	353	550	207	373	600
Income Before Interest and Depreciation	230	530	978	76	295	684
Interest	15	31	109	20	58	139
Depreciation	63	123	215	71	126	230
Restaurant Profit	$ 99	$ 336	$ 761	$ (58)	$ 113	$ 481
Other Deductions	7	29	211	10	42	163
Income Before Income Taxes	$ 69	$ 328	$ 761	$ (62)	$ 93	$ 399

N/A—Not applicable.

Exhibit A-13

Full-Menu Tableservice

Statement of Income and Expenses—Ratio to Total Sales*

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	71.2%	77.8%	86.9%
Beverage	N/A	N/A	N/A	14.9	22.6	29.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	30.5	34.0	39.4	33.0	37.5	42.1
Beverage	N/A	N/A	N/A	23.8	27.3	32.6
Total Cost of Sales	30.5	34.0	39.1	31.9	35.3	39.1
Gross Profit	60.9	66.1	69.5	60.9	64.8	68.1
Other Income	0.1	0.2	0.5	0.2	0.6	2.1
Total Income	61.5	66.7	69.9	61.7	65.8	69.5
Controllable Expenses						
Payroll	25.7	28.3	33.7	24.9	28.6	32.9
Employee Benefits	2.5	4.6	6.5	1.9	4.3	6.2
Direct Operating Expenses	2.9	4.5	5.6	4.2	5.6	8.1
Music and Entertainment	0.1	0.1	0.3	0.1	0.5	1.5
Advertising and Promotion	0.6	1.3	2.5	1.0	1.9	3.3
Utilities	3.2	3.9	5.0	2.4	3.1	4.1
Administrative and General	1.0	1.8	4.4	1.9	3.8	6.0
Repairs and Maintenance	0.9	1.6	2.2	1.2	1.7	2.5
Total Controllable Expenses	43.0	47.1	52.7	45.3	51.1	57.5
Income Before Occupation Costs	12.3	18.7	22.9	9.6	14.5	20.0
Occupation Costs						
Rent	3.2	5.8	7.7	3.6	5.7	7.4
Property Taxes	0.3	0.6	1.1	0.3	0.6	1.3
Other Taxes	0.1	0.5	3.3	0.3	0.7	3.0
Property Insurance	0.9	1.3	1.9	0.9	1.6	2.5
Total Occupation Costs	3.6	7.2	9.4	5.3	7.7	10.2
Income Before Interest and Depreciation	5.0	10.3	16.8	2.4	6.7	11.8
Interest	0.3	0.8	2.6	0.4	1.2	2.8
Depreciation	1.4	2.3	4.1	1.6	2.6	4.2
Restaurant Profit	1.8%	6.6%	13.9%	(1.6)%	3.0%	8.0%
Other Deductions	0.1	0.6	1.8	0.2	1.0	4.0
Income Before Income Taxes	1.5%	6.5%	13.3%	(1.8)%	2.3%	7.0%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
N/A—Not applicable.

Exhibit A-14
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Years In Business								
	Under 5 Years			5 to 10 Years			Over 10 Years		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$2,232	$4,233	$6,248	$2,839	$4,667	$6,545	$1,973	$3,867	$6,336
Beverage	454	1,120	2,014	667	1,319	1,854	392	751	1,469
Total Sales	2,988	5,167	7,811	3,836	5,366	7,706	2,507	4,649	7,443
Cost of Sales									
Food	866	1,528	2,368	1,069	1,622	2,232	783	1,453	2,333
Beverage	130	303	585	207	380	579	114	204	418
Total Cost of Sales	1,091	1,809	2,698	1,269	1,842	2,601	941	1,688	2,632
Gross Profit	1,905	3,291	5,090	2,394	3,446	4,989	1,589	3,059	4,771
Other Income	8	24	85	8	19	55	14	32	106
Total Income	1,949	3,455	5,130	2,398	3,479	5,052	1,664	3,155	5,008
Controllable Expenses									
Payroll	864	1,400	2,138	1,101	1,481	2,032	884	1,553	2,227
Employee Benefits	54	188	439	81	259	429	74	183	458
Direct Operating Expenses	188	317	495	189	278	420	152	274	480
Music and Entertainment	5	15	60	4	17	68	5	17	59
Advertising and Promotion	44	102	188	24	80	172	37	86	166
Utilities	111	167	214	119	171	207	112	176	249
Administrative and General	51	174	392	78	163	327	71	161	399
Repairs and Maintenance	37	77	130	42	80	145	49	93	152
Total Controllable Expenses	1,609	2,613	3,744	1,894	2,578	3,770	1,517	2,678	3,932
Income Before Occupation Costs	299	700	1,388	533	962	1,379	319	682	1,266
Occupation Costs									
Rent	190	331	537	196	325	448	125	251	448
Property Taxes	19	35	59	11	30	51	13	29	55
Other Taxes	11	38	103	9	36	83	11	45	108
Property Insurance	39	62	104	39	66	110	46	77	131
Total Occupation Costs	232	401	685	270	441	558	182	332	585
Income Before Interest and Depreciation	(8)	298	715	168	482	772	79	303	729
Interest	29	84	178	13	45	139	18	44	118
Depreciation	92	170	292	79	125	191	63	113	205
Restaurant Profit	$ (236)	$ 71	$ 406	$ 23	$ 226	$ 651	$ (38)	$ 135	$ 538
Other Deductions	9	41	274	18	37	240	6	40	143
Income Before Income Taxes	$ (246)	$ 63	$ 401	$ 11	$ 212	$ 607	$ (46)	$ 120	$ 498

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$2,024	$3,739	$6,278	$2,873	$5,057	$7,179	$1,732	$2,816	$5,052
567	1,165	2,045	443	969	1,809	304	601	1,158
2,947	5,038	7,778	3,679	5,917	8,099	2,152	3,362	5,706
807	1,432	2,294	1,112	1,840	2,484	689	1,125	1,918
165	318	579	124	241	480	88	175	367
1,000	1,753	2,660	1,322	2,058	2,839	752	1,279	2,037
1,851	3,221	5,048	2,376	3,813	5,358	1,275	2,231	3,591
15	39	110	9	21	46	10	33	146
1,942	3,431	5,121	2,438	3,878	5,394	1,367	2,414	3,721
923	1,520	2,280	1,199	1,681	2,272	632	1,087	1,799
67	190	394	114	280	503	45	112	295
156	309	509	224	313	494	105	195	311
6	28	91	5	11	56	3	14	48
49	107	203	34	91	179	31	61	111
102	153	215	142	190	248	100	154	212
79	189	395	85	197	477	41	88	223
44	76	147	53	100	155	36	67	116
1,662	2,649	4,08	1,987	3,100	4,021	1,091	1,806	2,971
331	715	1,339	413	800	1,395	264	615	1,179
147	262	436	215	350	486	98	187	369
17	31	59	13	31	65	12	27	43
12	45	99	10	40	98	10	43	102
44	76	122	46	73	112	36	66	116
181	364	590	276	472	665	143	250	493
104	358	735	89	343	771	78	293	696
18	60	154	15	44	122	23	48	114
62	124	252	87	139	223	52	103	162
$ (33)	$ 134	$ 512	$ (63)	$ 142	$ 542	$ (26)	$ 132	$ 550
5	34	177	9	34	161	24	57	166
$ (55)	$ 119	$ 448	$ (68)	$ 131	$ 570	$ (32)	$ 123	$ 479

Exhibit A-15
Full-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Years In Business								
	Under 5 Years			5 to 10 Years			Over 10 Years		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	70.3%	79.7%	90.9%	71.1%	80.8%	100.0%	74.2%	81.8%	99.1%
Beverage	13.8	22.6	30.6	17.3	25.0	31.0	14.8	22.0	28.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	32.3	37.1	41.4	31.1	35.7	39.9	32.7	37.5	42.7
Beverage	24.1	27.1	32.4	24.8	28.7	34.2	23.2	27.0	32.5
Total Cost of Sales	31.9	35.4	39.8	30.6	34.3	37.7	31.8	35.2	39.8
Gross Profit	60.2	64.7	68.1	62.3	65.7	69.4	60.2	64.8	68.3
Other Income	0.1	0.4	1.7	0.1	0.4	1.0	0.3	0.6	2.2
Total Income	60.4	65.6	69.5	62.7	66.2	69.9	61.6	66.0	69.5
Controllable Expenses									
Payroll	24.2	28.0	32.9	24.1	27.3	31.1	25.8	29.4	33.9
Employee Benefits	1.5	4.5	6.5	2.1	4.5	6.3	2.1	4.3	6.4
Direct Operating Expenses	4.2	5.7	9.3	4.1	5.1	6.6	3.8	5.4	7.4
Music and Entertainment	0.1	0.5	1.6	0.1	0.3	1.3	0.1	0.4	1.3
Advertising and Promotion	1.1	1.9	3.4	0.6	1.7	2.9	0.9	1.7	3.0
Utilities	2.4	3.3	4.2	2.3	3.0	3.8	2.6	3.5	4.4
Administrative and General	1.4	3.6	5.9	1.7	3.4	5.9	1.7	3.5	5.7
Repairs and Maintenance	1.0	1.5	2.2	1.0	1.7	2.3	1.2	1.8	2.6
Total Controllable Expenses	43.7	50.6	57.5	43.6	48.6	54.0	45.2	51.3	57.8
Income Before Occupation Costs	9.3	15.5	20.7	11.9	16.8	23.0	9.5	14.1	19.8
Occupation Costs									
Rent	4.7	6.7	8.4	3.7	5.8	7.1	3.0	5.0	7.0
Property Taxes	0.4	0.6	1.3	0.3	0.6	1.0	0.3	0.6	1.2
Other Taxes	0.2	0.7	3.0	0.2	0.7	2.2	0.2	0.7	3.3
Property Insurance	0.8	1.3	2.2	0.9	1.4	2.2	1.0	1.6	2.5
Total Occupation Costs	6.3	8.6	11.1	5.3	7.7	9.9	4.5	7.2	9.6
Income Before Interest and Depreciation	(0.1)	7.2	12.9	4.4	8.6	14.2	2.7	6.6	12.5
Interest	0.7	1.8	3.7	0.3	0.9	2.6	0.3	1.1	2.6
Depreciation	2.3	3.6	5.1	1.5	2.3	3.7	1.5	2.3	4.0
Restaurant Profit	(6.2)%	2.1%	7.2%	0.4%	4.4%	10.8%	(0.8)%	3.5%	9.1%
Other Deductions	0.2	0.8	4.2	0.2	1.4	4.7	0.1	0.8	3.0
Income Before Income Taxes	(6.6)%	1.4%	6.7%	0.4%	4.1%	10.2%	(0.9)%	2.9%	8.4%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
70.8%	78.5%	91.4%	75.0%	82.4%	99.0%	73.2%	82.8%	100.0%
16.2	24.2	31.0	11.2	20.7	26.9	14.4	22.8	29.6
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
32.4	37.2	41.7	31.6	36.2	40.8	33.6	37.1	42.4
24.0	27.6	32.7	23.1	26.0	30.6	24.9	29.9	35.6
31.4	34.6	38.8	31.1	34.7	38.6	32.8	36.1	40.0
61.2	65.4	68.6	61.4	65.3	68.9	60.0	63.9	67.2
0.3	0.6	1.8	0.2	0.3	0.8	0.2	0.9	4.7
62.1	66.3	69.7	62.0	66.3	69.6	60.8	65.0	69.8
25.0	29.2	33.7	25.0	27.9	32.2	25.3	29.0	34.2
1.9	4.0	5.7	2.1	5.0	7.2	1.7	3.9	5.6
4.0	5.6	7.8	4.2	5.4	7.4	3.3	4.9	7.7
0.1	0.5	1.7	0.1	0.3	1.1	0.1	0.5	1.5
1.2	2.1	3.3	0.7	1.7	2.9	0.9	1.5	2.7
2.2	2.9	4.0	2.5	3.3	4.0	3.0	4.0	5.0
1.8	3.8	5.6	1.8	3.7	6.1	1.0	2.6	4.9
1.1	1.6	2.2	1.1	1.7	2.4	1.1	1.9	2.7
45.4	51.0	56.8	45.2	50.4	57.0	42.1	49.9	55.6
9.3	15.1	20.3	10.0	14.4	20.4	11.6	16.2	22.7
3.1	5.1	6.9	4.4	6.0	7.6	2.7	5.1	7.9
0.3	0.6	1.3	0.3	0.6	1.1	0.3	0.7	1.3
0.3	0.7	3.2	0.2	0.6	2.6	0.3	1.5	4.1
1.0	1.5	2.3	0.8	1.2	2.1	1.2	1.9	3.1
4.5	7.3	9.5	6.2	7.8	9.9	3.9	7.5	11.1
3.1	7.5	11.8	2.1	6.1	12.1	3.3	9.2	15.8
0.4	1.3	3.1	0.3	0.8	2.4	0.9	1.7	3.8
1.5	2.5	4.3	1.6	2.5	3.9	1.5	2.9	4.8
(0.5)%	3.5%	8.4%	(1.4)%	3.0%	9.2%	(1.0)%	4.1%	11.4%
0.1	0.5	3.0	0.2	0.7	2.6	0.7	1.7	5.0
(0.8)%	2.7%	7.7%	(1.4)%	2.8%	8.9%	(1.2)%	3.6%	10.1%

Exhibit A-16
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Affiliation								
	Single Unit Independent			Multi-Unit Company Operated			Multi-Unit Franchise Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$1,983	$3,593	$5,469	$3,569	$5,567	$7,769	$ 3,248	$5,943	$7,337
Beverage	497	951	1,728	454	1,120	2,040	263	438	1,142
Total Sales	2,507	4,348	6,724	4,365	6,235	8,935	3,531	6,333	7,673
Cost of Sales									
Food	793	1,357	2,113	1,285	1,889	2,759	1,183	1,995	2,819
Beverage	144	262	509	117	303	558	60	103	264
Total Cost of Sales	956	1,619	2,443	1,415	2,137	2,974	1,330	2,223	2,904
Gross Profit	1,566	2,758	4,198	2,806	4,381	5,775	2,180	3,990	4,929
Other Income	11	35	118	8	23	46	8	13	20
Total Income	1,615	2,848	4,371	2,816	4,408	5,930	2,228	4,005	4,940
Controllable Expenses									
Payroll	787	1,304	2,069	1,272	1,808	2,625	1,316	1,720	1,890
Employee Benefits	58	151	336	144	394	611	138	287	458
Direct Operating Expenses	139	254	432	235	323	566	198	283	364
Music and Entertainment	6	23	61	5	9	58	0	3	53
Advertising and Promotion	34	78	155	32	100	208	91	130	179
Utilities	104	154	206	141	190	260	181	226	267
Administrative and General	63	139	302	85	226	488	99	184	555
Repairs and Maintenance	39	73	132	55	108	158	91	140	190
Total Controllable Expenses	1,418	2,257	3,513	2,185	3,323	4,866	2,667	3,242	3,812
Income Before Occupation Costs	295	621	1,143	612	1,074	1,583	459	917	1,206
Occupation Costs									
Rent	120	226	394	253	386	501	330	443	509
Property Taxes	12	26	46	18	36	60	12	27	60
Other Taxes	10	45	114	11	37	65	9	20	64
Property Insurance	39	71	123	50	72	107	34	57	85
Total Occupation Costs	171	308	527	292	491	665	422	535	617
Income Before Interest and Depreciation	72	283	645	138	514	1,045	11	408	660
Interest	20	56	127	12	47	168	30	33	47
Depreciation	57	109	202	94	152	233	111	188	278
Restaurant Profit	$ (49)	$ 113	$ 432	$ (46)	$ 290	$ 870	$ (154)	$ 168	$ 397
Other Deductions	11	40	155	19	37	239	**	**	**
Income Before Income Taxes	$ (58)	$ 92	$ 353	$ (41)	$ 242	$ 793	$ (154)	$ 85	$ 383

**Insufficient data.

Sales Volume ($000)											
Under $500			$500 to $999			$1,000 to $1,999			$2,000 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$1,230	$2,241	$3,437	$2,052	$3,886	$5,469	$3,294	$5,219	$7,426	$4,847	$7,164	$ 9,860
220	414	769	392	736	1,384	586	1,093	1,921	1,239	1,874	3,236
1,532	2,575	3,948	2,947	4,755	6,198	4,065	6,692	8,495	6,232	8,941	12,893
509	842	1,248	801	1,425	1,927	1,193	1,958	2,729	1,790	2,585	3,343
64	142	238	113	207	405	138	282	500	304	467	861
608	963	1,487	1,059	1,619	2,149	1,471	2,316	2,983	2,242	3,071	4,148
870	1,596	2,517	1,828	3,072	4,044	2,604	4,279	5,604	4,022	5,814	8,754
8	28	122	8	20	46	10	25	73	28	48	152
967	1,716	2,609	1,876	3,152	4,114	2,729	4,359	5,673	4,051	5,965	8,790
453	795	1,247	948	1,410	1,955	1,255	1,858	2,338	1,812	2,426	3,428
33	64	165	67	187	358	123	276	492	205	497	795
68	158	257	153	256	370	235	330	496	351	584	921
4	13	46	5	13	46	5	14	57	7	42	108
23	46	81	28	70	132	72	133	223	106	183	309
87	120	171	112	168	214	137	197	259	163	220	283
25	70	168	55	110	279	136	285	501	124	300	670
26	41	80	42	73	116	74	113	168	98	163	249
812	1,421	2,140	1,632	2,336	3,305	2,378	3,394	4,318	3,202	4,605	6,826
120	349	639	370	698	1,163	522	974	1,578	786	1,395	2,199
78	156	274	162	281	425	207	342	498	306	515	779
10	21	38	16	31	63	13	30	50	24	40	86
10	38	103	12	49	122	10	41	82	12	30	75
27	50	80	47	72	108	50	80	112	63	115	219
96	213	353	208	372	543	287	494	660	314	628	986
(42)	152	398	114	291	644	137	468	976	377	707	1,306
18	45	113	14	44	110	22	50	161	25	97	195
47	86	146	63	118	200	86	160	253	108	187	343
$ (180)	$ 51	$ 255	$ (51)	$ 121	$ 435	$ (39)	$ 227	$ 716	$ 124	$ 506	$ 954
13	53	164	4	29	129	6	34	143	25	131	360
$ (232)	$ 31	$ 230	$ (52)	$ 112	$ 383	$ (46)	$ 212	$ 673	$ 91	$ 392	$ 900

Exhibit A-17
Full-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Affiliation								
	Single Unit Independent			Multi-Unit Company Operated			Multi-Unit Franchise Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	72.0%	79.6%	91.8%	73.7%	84.7%	99.4%	78.9%	95.7%	100.0%
Beverage	16.7	23.0	29.2	10.6	21.5	29.6	4.3	16.2	24.6
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	33.7	38.1	42.8	30.7	34.4	39.7	31.2	37.6	39.3
Beverage	25.0	29.0	33.7	21.7	24.9	28.1	22.1	24.0	26.1
Total Cost of Sales	32.7	36.0	40.4	30.2	32.3	36.1	30.4	34.8	38.4
Gross Profit	59.6	64.0	67.3	63.9	67.7	69.8	61.7	65.2	69.6
Other Income	0.3	0.7	2.4	0.2	0.3	0.7	0.1	0.2	0.4
Total Income	60.5	64.9	68.6	64.2	68.3	70.0	62.0	66.1	70.1
Controllable Expenses									
Payroll	25.3	29.2	33.8	25.4	27.9	31.4	22.8	25.0	31.1
Employee Benefits	1.7	4.0	5.7	3.3	5.9	7.3	3.3	4.4	6.2
Direct Operating Expenses	3.9	5.4	7.9	4.2	5.4	7.2	3.6	4.5	5.6
Music and Entertainment	0.1	0.5	1.5	0.1	0.2	1.0	••	0.1	4.0
Advertising and Promotion	0.9	1.7	2.9	0.8	1.6	3.0	1.4	2.1	2.8
Utilities	2.5	3.3	4.2	2.4	3.1	3.9	2.9	3.5	4.7
Administrative and General	1.6	3.2	5.4	1.7	4.1	6.3	1.7	4.3	8.0
Repairs and Maintenance	1.1	1.7	2.5	1.1	1.7	2.3	1.5	2.1	2.7
Total Controllable Expenses	43.7	50.0	56.7	45.4	51.4	57.2	46.8	50.5	54.1
Income Before Occupation Costs	9.6	14.7	20.3	10.0	15.7	21.6	10.4	13.3	20.7
Occupation Costs									
Rent	2.9	5.1	7.6	4.5	5.9	7.1	6.0	6.2	7.8
Property Taxes	0.3	0.6	1.2	0.3	0.6	1.2	0.2	0.5	1.0
Other Taxes	0.2	0.8	3.7	0.2	0.5	1.0	0.1	0.5	0.9
Property Insurance	1.1	1.7	2.7	0.8	1.1	1.8	0.6	0.9	1.6
Total Occupation Costs	4.3	7.5	10.2	5.9	7.5	9.5	7.0	8.0	10.1
Income Before Interest and Depreciation	2.7	6.9	12.6	2.3	8.1	14.0	0.2	6.3	11.6
Interest	0.5	1.3	2.9	0.2	0.9	2.4	0.4	0.5	1.3
Depreciation	1.5	2.5	4.2	1.5	2.3	3.8	2.0	2.7	4.5
Restaurant Profit	(1.1)%	3.0%	8.8%	(0.8)%	4.6%	10.5%	(4.2)%	3.0%	6.1%
Other Deductions	0.2	1.1	3.1	0.1	0.7	3.6	••	••	••
Income Before Income Taxes	(1.7)%	2.4%	7.6%	(0.8)%	4.2%	10.1%	(4.2)%	2.2%	6.1%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Sales Volume ($000)											
Under $500			$500 to $999			$1,000 to $1,999			$2,000 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
74.4%	88.7%	100.0%	73.2%	83.6%	100.0%	71.7%	79.3%	93.3%	71.6%	77.7%	83.5%
11.6	22.5	29.6	12.9	22.6	29.7	15.7	22.7	29.2	18.4	22.7	28.5
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
33.8	38.4	45.0	31.6	36.0	41.2	32.5	37.2	40.9	31.8	34.7	40.1
28.0	33.5	41.0	24.6	28.1	33.3	22.0	25.5	29.9	22.8	25.0	29.2
33.2	37.7	43.1	31.2	34.5	38.3	31.5	34.8	38.3	30.5	33.1	37.2
56.9	62.3	67.0	61.7	65.5	68.8	61.7	65.2	68.5	62.8	66.9	69.5
0.2	1.0	5.4	0.2	0.4	1.1	0.2	0.4	1.3	0.3	0.5	1.6
58.2	63.7	68.1	62.2	66.0	69.7	62.3	66.0	69.3	63.4	67.9	70.1
24.7	29.8	37.2	26.8	29.9	33.9	24.1	27.1	31.1	23.8	27.5	30.8
1.3	3.3	5.0	1.9	4.4	6.3	2.1	4.5	6.4	3.1	5.7	6.9
3.2	5.5	8.5	3.9	5.2	7.0	3.9	4.9	7.0	4.9	6.0	9.3
0.2	0.6	2.4	0.1	0.3	1.5	0.1	0.3	1.0	0.1	0.7	1.4
0.8	1.5	2.9	0.7	1.6	2.9	1.0	2.1	3.5	1.1	2.0	3.0
3.4	4.3	6.1	2.8	3.5	4.4	2.3	2.9	3.6	1.8	2.4	3.0
1.1	2.8	5.2	1.3	2.4	5.1	2.5	4.4	7.1	2.0	4.2	5.9
1.0	1.9	2.7	1.1	1.6	2.3	1.2	1.8	2.5	1.2	1.6	2.3
41.4	49.3	59.9	44.9	50.4	55.5	45.9	50.5	56.2	46.4	51.4	55.4
6.5	15.2	21.2	10.5	15.7	22.1	9.8	14.9	19.7	11.1	14.8	19.9
2.8	6.1	9.4	3.8	5.9	7.7	3.5	5.3	6.8	3.3	5.7	7.1
0.4	0.8	1.4	0.4	0.7	1.4	0.2	0.5	0.9	0.2	0.5	1.1
0.4	1.3	4.0	0.3	1.0	3.5	0.2	0.6	2.2	0.1	0.3	0.8
1.2	1.9	3.0	1.0	1.6	2.6	0.8	1.2	2.0	0.7	1.3	2.0
4.3	7.9	11.8	5.6	8.2	10.2	4.9	7.1	9.3	4.1	7.1	9.3
(1.1)	7.2	13.7	2.8	6.9	13.2	2.8	7.3	12.0	5.3	8.5	12.4
0.8	1.7	3.9	0.3	1.1	2.7	0.4	0.9	2.5	0.3	1.0	2.4
1.8	3.3	5.0	1.7	2.6	4.3	1.5	2.3	3.8	1.1	2.1	3.9
(6.3)%	2.8%	11.0%	(1.1)%	2.9%	8.0%	(0.8)%	3.7%	9.3%	2.0%	5.7%	8.9%
0.5	1.7	6.4	0.1	0.8	3.0	0.1	0.6	2.6	0.2	0.8	3.9
(7.9)%	1.9%	9.0%	(1.1)%	2.4%	8.0%	(0.8)%	3.0%	8.2%	1.6%	4.8%	8.6%

Exhibit A-18
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$2,485	$4,324	$6,453	$1,920	$3,060	$5,377
Beverage	600	1,176	1,865	389	726	1,239
Total Sales	3,264	5,376	7,774	2,425	3,899	6,221
Cost of Sales						
Food	921	1,625	2,399	751	1,214	2,054
Beverage	172	318	584	114	193	335
Total Cost of Sales	1,164	1,925	2,829	928	1,434	2,379
Gross Profit	1,929	3,425	4,957	1,503	2,426	4,099
Other Income	11	31	113	10	23	82
Total Income	2,166	3,474	5,115	1,572	2,515	4,134
Controllable Expenses						
Payroll	958	1,481	2,100	746	1,187	1,825
Employee Benefits	88	223	432	46	127	278
Direct Operating Expenses	154	310	525	152	246	358
Music and Entertainment	5	13	60	4	14	37
Advertising and Promotion	34	89	190	39	89	165
Utilities	114	181	245	107	163	227
Administrative and General	76	188	453	63	131	327
Repairs and Maintenance	46	106	164	39	72	116
Total Controllable Expenses	1,754	2,731	4,050	1,378	2,034	3,283
Income Before Occupation Costs	393	730	1,263	245	580	1,046
Occupation Costs						
Rent	138	245	472	150	227	381
Property Taxes	15	27	46	15	38	74
Other Taxes	10	28	95	15	73	148
Property Insurance	55	94	162	37	61	94
Total Occupation Costs	204	349	571	200	303	528
Income Before Interest and Depreciation	109	344	772	42	241	544
Interest	23	47	145	20	42	103
Depreciation	73	119	235	55	102	189
Restaurant Profit	$ (37)	$ 164	$ 525	$ (70)	$ 88	$ 236
Other Deductions	20	101	262	3	16	55
Income Before Income Taxes	$ (51)	$ 129	$ 494	$ (83)	$ 72	$ 246

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$2,008	$3,853	$6,303	$2,732	$4,815	$7,473
516	1,115	1,912	314	857	1,941
3,049	5,000	7,383	3,466	5,558	8,153
800	1,520	2,139	1,021	1,713	2,410
140	284	547	96	261	558
1,025	1,664	2,594	1,132	1,851	2,717
1,929	3,218	4,845	2,164	3,644	5,483
12	31	114	10	27	60
1,961	3,406	5,072	2,276	3,755	5,553
888	1,573	2,191	1,173	1,840	2,498
57	127	288	132	363	595
159	259	437	197	306	507
5	31	92	6	17	68
40	115	211	27	79	154
112	155	216	124	179	240
58	140	294	78	196	432
49	94	138	45	89	136
1,577	2,743	3,797	2,053	2,964	4,599
310	647	1,311	528	1,010	1,634
150	312	443	219	373	552
12	26	46	13	30	55
9	31	103	11	40	67
40	70	117	39	73	109
180	415	616	269	478	678
70	266	731	159	519	1,008
28	88	165	10	49	128
84	151	245	78	141	216
$ (97)	$ 92	$ 498	$ 6	$ 324	$ 770
10	71	268	20	51	250
$ (87)	$ 85	$ 382	$ (3)	$ 270	$ 748

Exhibit A-19
Full-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	71.8%	79.0%	91.4%	73.1%	81.0%	96.5%
Beverage	17.3	22.9	29.5	16.2	22.4	28.5
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	33.9	38.2	42.2	33.9	38.4	42.8
Beverage	24.6	28.0	33.0	23.2	26.5	32.2
Total Cost of Sales	33.0	36.1	39.9	33.0	36.0	39.8
Gross Profit	60.1	63.9	67.1	60.2	64.0	67.0
Other Income	0.2	0.7	2.7	0.2	0.5	1.6
Total Income	60.4	64.6	68.7	61.1	64.7	68.5
Controllable Expenses						
Payroll	24.7	28.9	32.6	24.8	28.6	33.8
Employee Benefits	2.5	4.4	6.3	1.5	3.3	4.9
Direct Operating Expenses	3.9	5.5	7.9	3.9	5.2	7.2
Music and Entertainment	0.1	0.5	1.5	0.1	0.5	1.1
Advertising and Promotion	0.9	1.6	2.9	1.1	2.3	3.4
Utilities	2.5	3.2	4.2	3.0	3.7	4.9
Administrative and General	1.6	3.5	6.3	1.8	3.9	5.9
Repairs and Maintenance	1.1	1.8	2.7	1.2	1.8	2.6
Total Controllable Expenses	44.9	49.6	55.5	44.5	50.8	56.0
Income Before Occupation Costs	10.0	14.6	19.7	9.1	14.1	19.7
Occupation Costs						
Rent	2.9	5.1	7.2	3.4	5.4	7.1
Property Taxes	0.3	0.6	1.1	0.4	0.8	1.4
Other Taxes	0.1	0.4	2.4	0.5	2.3	3.5
Property Insurance	1.0	2.0	3.2	1.1	1.5	2.2
Total Occupation Costs	4.3	7.2	9.5	5.3	7.8	10.5
Income Before Interest and Depreciation	2.9	6.6	13.5	2.0	6.0	11.1
Interest	0.4	1.2	2.5	0.4	1.4	2.7
Depreciation	1.5	2.6	4.1	1.6	2.6	4.3
Restaurant Profit	(1.2)%	2.9%	9.2%	(2.0)%	2.3%	6.5%
Other Deductions	0.2	1.5	4.5	0.1	0.4	1.4
Income Before Income Taxes	(1.4)%	2.3%	9.0%	(2.0)%	2.0%	5.9%

*All ratios are based as a percent of total sales except food and beverage costs, which are based on their respective sales.

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
70.5%	81.0%	95.3%	74.0%	85.0%	99.3%
16.3	22.7	31.0	9.0	21.8	28.9
100.0	100.0	100.0	100.0	100.0	100.0
32.6	36.9	42.7	30.8	33.6	38.6
24.9	27.6	33.5	22.8	27.0	32.2
31.2	35.3	40.0	30.6	32.7	36.5
60.0	64.7	68.8	63.5	67.4	69.4
0.2	0.5	1.7	0.2	0.4	1.3
60.8	65.6	70.1	64.7	68.0	69.9
25.7	28.6	34.7	25.4	28.4	32.5
1.6	3.3	5.5	3.4	6.0	7.5
3.8	5.3	8.3	4.2	5.4	7.1
0.1	0.5	1.6	0.1	0.4	1.5
1.3	2.3	3.7	0.7	1.3	2.3
2.4	3.3	4.2	2.3	3.0	3.8
1.3	2.9	5.5	1.7	3.4	5.8
1.3	1.8	2.8	1.0	1.5	2.1
45.9	51.4	57.7	44.3	50.0	57.2
8.3	14.1	19.5	11.7	17.8	22.9
3.2	5.5	7.6	4.3	6.0	7.3
0.3	0.5	1.1	0.3	0.5	0.9
0.2	0.7	2.9	0.2	0.6	1.9
0.9	1.6	2.4	0.8	1.1	1.9
4.6	7.5	9.9	5.7	7.8	10.2
2.4	7.4	12.4	4.1	8.9	15.4
0.7	1.6	3.9	0.2	0.9	2.8
1.7	2.9	4.5	1.5	2.3	3.8
(2.2)%	2.7%	8.7%	0.3%	5.9%	11.3%
0.2	1.6	4.6	0.2	0.9	4.2
(2.0)%	2.3%	8.0%	0.1%	4.9%	10.6%

Exhibit A-20
Full-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Menu Theme								
	Steak/Seafood			American			Continental***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$2,348	$4,435	$6,655	$2,334	$4,434	$6,452	$2,031	$3,412	$7,328
Beverage	657	1,154	1,913	298	677	1,548	619	1,382	2,634
Total Sales	2,757	5,444	8,268	3,004	5,027	7,471	3,162	5,360	9,848
Cost of Sales									
Food	913	1,803	2,565	908	1,528	2,298	867	1,418	2,319
Beverage	175	311	498	86	199	441	176	390	786
Total Cost of Sales	1,027	2,015	2,946	1,080	1,753	2,483	1,113	1,780	3,058
Gross Profit	1,796	3,350	5,156	1,871	3,379	4,812	1,936	3,558	6,347
Other Income	14	38	85	10	22	57	15	66	199
Total Income	1,878	3,444	5,377	1,876	3,455	5,000	2,171	3,757	6,347
Controllable Expenses									
Payroll	800	1,495	2,204	939	1,576	2,062	1,095	1,847	3,193
Employee Benefits	78	205	492	79	235	465	136	254	469
Direct Operating Expenses	156	274	561	193	299	432	207	358	695
Music and Entertainment	5	18	65	5	14	59	12	42	89
Advertising and Promotion	49	102	192	32	82	154	59	142	265
Utilities	103	157	213	121	182	244	148	179	250
Administrative and General	84	162	416	71	152	389	99	240	490
Repairs and Maintenance	52	92	175	44	84	134	54	108	184
Total Controllable Expenses	1,568	2,710	4,023	1,663	2,652	3,745	2,064	3,122	5,336
Income Before Occupation Costs	332	679	1,329	360	758	1,349	436	937	1,349
Occupation Costs									
Rent	116	245	448	210	327	474	212	413	584
Property Taxes	15	27	52	15	32	61	12	31	81
Other Taxes	9	35	101	18	56	96	12	40	74
Property Insurance	33	73	125	43	66	101	51	95	143
Total Occupation Costs	173	325	605	232	418	611	269	506	849
Income Before Interest and Depreciation	89	305	703	69	354	769	114	340	808
Interest	13	50	164	16	45	106	20	73	147
Depreciation	55	121	229	93	141	233	65	152	291
Restaurant Profit	$ (39)	$ 120	$ 437	$ (69)	$ 136	$ 556	$ (47)	$ 140	$ 617
Other Deductions	11	40	176	4	23	225	10	152	745
Income Before Income Taxes	$ (39)	$ 118	$ 392	$ (73)	$ 126	$ 542	$ (93)	$ 117	$ 502

**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish and International.

Menu Theme								
Italian			Regional			Ethnic		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$2,394	$3,489	$5,697	$1,530	$3,338	$6,190	$ 1,620	$2,289	$4,590
462	736	1,598	424	980	1,747	403	1,170	1,774
3,173	4,290	6,817	2,043	3,960	7,357	2,237	3,492	6,261
826	1,148	1,949	645	1,241	2,013	614	914	1,556
166	231	578	125	280	548	132	252	513
989	1,459	2,499	791	1,486	2,292	800	1,121	2,108
1,874	2,754	4,613	1,237	2,487	5,064	1,156	2,355	4,742
11	32	113	6	14	149	6	24	68
1,908	2,756	4,613	1,237	2,667	5,078	1,366	2,355	4,776
925	1,297	2,095	783	1,482	2,100	767	1,163	1,990
80	174	272	18	77	212	58	159	313
111	196	433	111	206	516	96	210	407
3	8	12	1	16	142	3	30	81
45	96	207	27	55	126	30	83	156
114	167	222	60	136	202	91	123	166
79	155	344	16	57	210	45	108	246
51	100	202	31	60	156	33	51	97
1,527	2,121	3,524	1,607	2,054	2,989	1,163	1,823	3,373
500	692	1,395	175	721	1,504	268	562	1,113
117	223	387	35	134	392	118	192	406
16	29	46	11	19	61	6	17	43
10	35	241	20	62	191	6	13	34
47	89	133	21	61	117	39	60	98
182	365	586	107	299	535	125	322	517
152	435	742	114	413	727	58	264	640
8	46	112	14	46	77	22	42	139
53	83	119	19	81	211	60	116	155
$ (19)	$ 184	$ 575	$ 69	$ 240	$ 644	$ (51)	165	$ 383
••	116	••	••	••	••	••	27	••
$ (9)	$ 181	$ 569	$ 4	$ 236	$ 644	$ (51)	$ 108	$ 318

Exhibit A-21
Full-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Menu Theme								
	Steak/Seafood			American			Continental***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	72.5%	78.1%	84.0%	73.9%	87.9%	100.0%	68.2%	73.6%	80.7%
Beverage	17.1	22.3	28.2	9.1	22.2	28.9	19.4	27.0	31.8
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	35.9	40.1	44.4	31.5	36.6	40.6	32.2	34.7	39.0
Beverage	24.0	26.5	32.2	23.2	26.5	31.8	24.3	29.9	32.9
Total Cost of Sales	34.0	37.0	41.7	31.0	34.6	38.4	31.3	33.7	37.6
Gross Profit	58.3	63.1	66.0	61.6	65.5	69.0	62.4	66.3	68.7
Other Income	0.2	0.6	1.5	0.2	0.4	1.4	0.2	1.0	3.5
Total Income	59.0	63.9	67.5	62.0	66.6	69.8	63.6	67.7	69.9
Controllable Expenses									
Payroll	23.0	27.0	31.1	25.4	28.7	32.8	26.6	29.5	36.6
Employee Benefits	2.1	4.5	6.2	2.0	4.8	7.1	3.2	4.7	6.6
Direct Operating Expenses	3.8	5.4	8.2	4.0	5.4	7.1	4.3	6.1	11.0
Music and Entertainment	0.1	0.3	1.3	0.1	0.4	1.3	0.5	0.9	1.6
Advertising and Promotion	1.2	2.0	3.4	0.7	1.5	2.7	1.0	2.5	4.3
Utilities	2.1	2.9	3.7	2.8	3.6	4.6	2.0	2.8	3.8
Administrative and General	1.9	3.8	5.5	1.6	3.7	5.9	1.7	3.9	7.0
Repairs and Maintenance	1.3	1.8	2.6	1.1	1.7	2.3	1.0	1.8	2.8
Total Controllable Expenses	44.4	48.6	54.9	45.1	50.3	56.9	48.9	54.9	60.6
Income Before Occupation Costs	9.3	14.0	19.5	10.3	15.3	20.9	9.1	14.0	18.9
Occupation Costs									
Rent	2.5	5.6	6.9	4.1	6.0	7.8	4.4	6.2	7.9
Property Taxes	0.3	0.5	1.1	0.3	0.7	1.3	0.2	0.7	1.2
Other Taxes	0.2	0.6	2.9	0.3	0.9	2.9	0.2	0.6	1.9
Property Insurance	0.9	1.6	2.4	0.8	1.3	2.2	0.9	1.6	2.5
Total Occupation Costs	4.5	7.5	9.7	5.9	7.8	10.0	5.3	8.1	10.8
Income Before Interest and Depreciation	2.4	7.4	12.0	2.5	7.3	13.3	2.5	5.9	9.3
Interest	0.3	1.1	2.9	0.3	1.0	2.6	0.4	1.3	2.6
Depreciation	1.5	2.2	4.0	1.8	2.8	4.3	1.5	2.2	4.2
Restaurant Profit	(0.5)%	3.5%	8.8%	(1.7)%	3.4%	9.3%	(3.2)%	2.0%	6.6%
Other Deductions	0.2	1.2	2.9	0.1	0.5	2.9	0.2	1.6	6.9
Income Before Income Taxes	(0.5)%	2.7%	7.7%	(1.9)%	3.1%	9.0%	(3.5)%	1.7%	5.4%

*All ratios are based as a percent of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.
***Continental includes French.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
*****Ethnic includes German, Mexican, Oriental, Irish, and International.

Menu Theme											
Italian			Sandwiches/Hamburgers****			Regional			Ethnic*****		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
75.5%	79.8%	88.3%	**	73.2%	**	71.7%	79.2%	89.6%	68.4%	75.8%	89.0%
15.2	20.9	24.8	**	**	**	18.0	23.6	31.7	13.3	26.3	32.2
100.0	100.0	100.0	**	100.0	**	100.0	100.0	100.0	100.0	100.0	100.0
30.8	36.4	41.5	**	37.9	**	32.3	36.2	41.1	30.1	32.3	38.5
28.7	33.5	38.7	**	**	**	25.1	29.0	35.4	20.1	24.2	31.8
31.9	35.4	38.9	**	36.7	**	31.6	35.1	39.3	27.6	32.1	34.0
61.1	64.6	68.1	**	63.4	**	60.7	64.9	68.4	66.0	67.9	72.4
0.3	0.8	2.7	**	**	**	0.1	0.3	1.3	0.3	0.5	1.1
62.0	65.2	70.4	**	65.0	**	61.2	65.0	68.6	66.5	68.4	73.3
25.4	28.1	32.6	**	**	**	25.7	30.9	36.2	25.4	29.6	34.4
1.1	3.9	5.4	**	**	**	0.9	2.5	5.1	2.2	3.5	4.9
2.7	4.8	7.2	**	**	**	3.3	5.0	6.2	4.5	5.3	6.0
0.1	0.2	0.6	**	**	**	0.2	0.9	3.7	0.1	0.8	1.6
1.0	1.9	3.3	**	**	**	0.7	1.9	2.7	1.2	2.1	3.7
2.5	3.0	3.9	**	**	**	2.2	2.6	3.5	2.8	3.5	4.2
2.2	3.2	6.2	**	**	**	1.0	1.4	4.4	1.7	3.6	6.5
1.0	1.7	2.8	**	**	**	1.1	1.5	2.5	1.3	1.8	2.5
42.7	47.8	54.9	**	**	**	43.3	49.0	56.1	47.2	53.1	57.5
11.1	16.1	24.1	**	**	**	9.8	16.5	23.6	12.2	16.5	20.8
2.2	4.9	7.2	**	**	**	3.0	3.8	6.0	3.3	5.4	7.2
0.3	0.7	1.1	**	**	**	0.2	0.5	1.1	0.2	0.5	0.8
0.2	0.4	4.6	**	**	**	0.3	0.9	4.0	0.2	0.7	2.6
1.1	2.0	2.9	**	**	**	0.9	1.7	2.8	1.0	1.6	2.8
6.1	7.4	11.0	**	**	**	4.6	6.9	9.2	5.1	7.5	10.2
4.3	9.2	14.7	**	**	**	3.6	9.1	11.8	2.2	8.2	12.7
0.5	1.0	2.9	**	**	**	0.5	1.0	2.1	0.8	2.1	3.5
1.1	1.8	4.4	**	**	**	1.1	2.2	3.8	1.6	2.6	3.8
(0.2)%	4.4%	12.9%	**	**	**	1.7%	5.1%	11.3%	(1.4)%	3.8	8.4
**	1.5	**	**	**	**	**	2.1	**	**	0.9	**
(0.2)%	3.3%	11.6%	**	**	**	(1.1)%	4.3%	10.6%	(1.4)%	3.3	7.8

SECTION B—LIMITED-MENU TABLESERVICE

The median income before income taxes for limited-menu establishments was $243 per seat, while median total sales and cost of sales were $4,003 per seat and $1,360 per seat, respectively.

Multi-unit operations had a median sales per seat of $4,809, compared with $3,588 for single-unit operations. Payroll for multi-unit company operated restaurants was $1,298 per seat compared with independent establishments with $1,004.

Of all menu themes, sandwich and hamburger establishments recorded the highest median sales per seat: $6,033. These restaurants also recorded the highest median income per seat before income taxes—$378.

Regionally, the Western part of the United States experienced the highest median sales per seat of $5,000. The Northeastern region followed with median sales of $4,419 per seat. Restaurants in the Northeast had the highest median check size—$9.77. Total sales, expressed as a amount per square foot, were also higher for establishments in the Northeast.

Highlights
• The median check was $6.12 and the average daily seat turnover was 1.6.
• Establishments experiencing a net profit reported median total sales of $4,339 per seat, while those restaurants that experienced a net loss reported total sales of $3,094 per seat.
• Median total sales per full-time equivalent employee were $29,616.
• Median restaurant profit was 6.3 percent of total sales.
• The median cost of sales was 33.9 percent of total sales.

Characteristics
• Almost seventy percent of limited-menu tableservice restaurants are single units, i.e., independents.
• Almost 25 percent of these restaurants had a sales volume exceeding $700,000.
• Over 72 percent serve both food and beverage.

Exhibit B-1
Composition of Participating Limited-Menu
Tableservice Restaurants
Number of Respondents: 208

	Percentage of Respondents
Type of Establishment:	
Food Only	27.4%
Food and Beverage	72.6
Years in Business:	
Under 5 Years	32.4%
5 to 10 Years	20.3
Over 10 years	47.3
Region:†	
Northeast	16.0%
North Central	23.3
South	28.2
West	32.5
Location:	
Urban	38.9%
Suburban	37.0
Rural	22.6
Not Specified	1.5
Affiliation:	
Single Unit — Independent	68.9%
Multi-Unit — Company Operated	24.9
Multi-Unit — Franchisee Operated	6.2
Meals Served:	
Breakfast	0.0%
Lunch	2.9
Dinner	14.6
Breakfast and Dinner Only	1.5
Breakfast and Lunch Only	5.3
Lunch and Dinner Only	58.2
All Meals	17.5
Profit Versus Loss:(1)	
Net Profit	77.9%
Net Loss	22.1
Lease Versus Own:	
Own Land and Building	35.6%
Lease Land and Building	47.6
Lease Land and Own Building	2.4
Not Specified	14.4
Ownership:	
Sole Proprietorship	22.7%
Partnership	10.6
Public Corporation	1.9
Private Corporation	64.8
Menu Theme:	
Steak/Seafood	18.7%
American	17.8
Sandwiches/Hamburgers****	22.1
All Others	30.3
Not Specified	11.1
Sales Volume:	
Under $350,000	64.4%
$350,000 to $699,999	13.0
$700,000 and Over	22.6

****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
†Regions
Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.
North Central: IL, IN, LA, KS, MI, MN, MO, NE, ND, OH, SD, WI.
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.
West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.
(1) For respondents specifying.

Exhibit B-2
Limited-Menu Tableservice
Average Check

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	$4.04	$6.12	$11.80
Type of Establishment			
Food Only	$3.05	$4.08	$ 5.60
Food and Beverage	5.16	7.27	12.31
Years in Business			
Under 5 Years	$5.47	$6.95	$12.20
5 to 10 Years	3.50	6.08	9.00
Over 10 Years	3.74	5.53	12.20
Location			
Urban	$4.54	$5.61	$ 8.66
Suburban	3.76	6.08	11.45
Rural	4.31	9.07	17.42
Menu Theme			
Steak/Seafood	$5.59	$8.68	$15.14
American	3.78	6.33	10.79
Sandwiches/Hamburgers****	3.62	4.81	6.96
Region			
Northeast	$2.98	$9.77	$15.11
North Central	3.95	6.18	11.26
South	3.45	7.08	14.15
West	4.65	5.90	10.75
Sales Volume			
Under $350,000	$3.12	$4.73	$11.80
$350,000 to $699,999	3.51	7.17	14.33
$700,000 and Over	5.55	7.05	11.80

****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-3
Limited-Menu Tableservice
Average Daily Seat Turnover

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	0.6	1.6	3.5
Type of Establishment			
Food Only	1.4	2.4	5.7
Food and Beverage	0.5	1.2	2.7
Years in Business			
Under 5 Years	0.5	1.5	3.4
5 to 10 Years	0.8	1.8	3.9
Over 10 Years	0.5	1.6	3.5
Location			
Urban	0.8	2.2	3.8
Suburban	0.9	1.6	4.0
Rural	0.4	0.6	2.0
Menu Theme			
Steak/Seafood	0.3	0.9	2.1
American	0.5	1.4	3.8
Sandwiches/Hamburgers****	0.9	2.6	5.2
Region			
Northeast	0.6	1.6	4.1
North Central	0.7	1.2	2.4
South	0.6	1.3	2.7
West	0.5	2.2	4.3
Sales Volume			
Under $350,000	0.5	1.3	2.7
$350,000 to $699,999	0.4	1.1	3.5
$700,000 and Over	1.1	2.6	4.3

****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-4
Limited-Menu Tableservice
Net Income Differential*

	Amount Per Seat					
	Net Profit			Net Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,821	$3,471	$5,641	$ 894	$2,545	$4,810
Beverage	281	948	1,930	127	738	988
Total Sales	3,251	4,339	7,367	1,489	3,094	5,382
Cost of Sales						
Food	730	1,175	2,070	539	902	1,719
Beverage	96	285	607	34	212	297
Total Cost of Sales	996	1,487	2,371	539	1,136	1,777
Gross Profit	1,882	2,864	5,099	655	1,885	3,605
Other Income	12	32	95	3	20	170
Total Income	2,209	3,025	5,129	655	1,986	4,165
Controllable Expenses						
Payroll	778	1,180	1,977	440	1,081	1,827
Employee Benefits	49	121	196	38	82	186
Direct Operating Expenses	103	198	443	75	141	526
Music and Entertainment	3	17	180	9	36	109
Advertising and Promotion	35	89	181	13	60	143
Utilities	97	145	201	60	115	194
Administrative and General	44	156	277	29	59	416
Repairs and Maintenance	39	70	124	22	51	90
Total Controllable Expense	1,278	1,947	3,487	831	1,855	3,629
Income Before Occupation Costs	574	907	1,687	(34)	168	335
Occupation Costs						
Rent	138	267	455	76	209	391
Property Taxes	19	27	48	4	27	82
Other Taxes	13	19	71	17	64	172
Property Insurance	45	71	108	36	50	72
Total Occupation Costs	163	380	625	156	282	508
Income Before Interest and Depreciation	340	649	1,244	(223)	(65)	6
Interest	18	44	134	3	71	311
Depreciation	82	146	297	27	82	253
Restaurant Profit	$ 182	$ 449	$ 920	$ (584)	$ (175)	$ (65)
Other Deductions	13	44	350	••	••	••
Income Before Income Taxes	$ 134	$ 432	$ 805	$ (584)	$ (175)	$ (65)
Other Data						
Average Receipt Per Cover	$ 3.97	$ 5.92	$ 10.80	$ 4.67	$ 9.09	$ 18.52
Average Daily Seat Turnover	0.9	2.3	4.0	0.5	0.9	1.9
Productivity Index	2.96	3.49	4.32	1.01	2.13	2.78

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
••Insufficient response.

Ratio to Total Sales					
Net Profit			Net Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
60.8%	89.7%	100.0%	70.1%	81.8%	98.1%
9.2	21.7	50.0	10.0	19.2	36.6
100.0	100.0	100.0	100.0	100.0	100.0
32.0	35.6	41.6	31.7	36.9	44.9
23.1	28.5	33.3	23.5	27.6	32.1
30.4	33.3	38.1	33.1	36.0	44.4
61.9	66.7	69.6	55.7	64.0	66.9
0.2	0.5	2.1	0.1	0.6	6.0
63.1	67.6	71.2	61.8	65.1	71.6
20.8	26.3	31.5	25.1	33.8	42.3
1.5	3.0	4.4	2.2	4.1	5.6
2.8	4.8	6.7	3.8	7.4	12.3
0.1	0.2	4.4	0.1	0.6	4.8
0.6	1.8	3.2	1.1	1.9	5.1
2.2	2.9	4.0	2.8	3.9	5.3
1.5	2.6	5.0	1.3	3.9	7.7
1.1	1.6	2.2	1.4	1.8	2.6
37.4	45.5	50.4	52.6	59.1	64.7
16.6	22.0	26.8	(0.3)	6.6	11.5
3.7	5.6	7.4	2.9	6.0	12.7
0.4	0.6	1.1	0.2	0.9	2.7
0.2	0.5	2.8	0.8	4.4	5.6
0.8	1.5	2.6	0.9	1.6	3.1
5.5	7.3	11.4	6.8	10.2	15.5
8.1	13.2	20.6	(8.3)	(2.9)	0.6
0.3	0.9	2.5	0.1	2.1	4.7
1.9	3.2	4.7	1.4	3.0	6.0
4.5%	9.0%	15.0%	(14.4)%	(5.3)%	(3.2)%
0.3	1.4	4.0	••	••	••
4.2%	8.3%	14.5%	(14.4)%	(5.3)%	(3.2)%

Exhibit B-5
Limited-Menu Tableservice
Earnings Ratio

	Lower Quartile	Median	Upper Quartile
All Restaurants	0.3%	5.9%	13.3%
Type of Establishment			
Food Only	3.3	10.6	14.8
Food and Beverage	(0.2)	4.7	11.5
Years in Business			
Under 5 Years	(6.3)	4.7	10.3
5 to 10 Years	2.0	4.7	13.2
Over 10 Years	0.8	6.4	14.3
Location			
Urban	(3.0)	5.1	10.2
Suburban	0.1	4.7	12.7
Rural	2.3	9.7	19.1
Menu Theme			
Steak/Seafood	(5.8)	2.3	10.3
American	4.3	8.0	14.3
Sandwiches/Hamburgers****	0.9	10.1	14.0
Region			
Northeast	0.3	5.3	23.5
North Central	2.0	5.0	12.6
South	(3.8)	4.7	14.4
West	0.8	6.7	14.5
Sales Volume			
Under $350,000	(0.3)	7.2	14.3
$350,000 to $699,999	0.6	4.2	10.9
$700,000 and Over	0.2	5.1	12.2
Lease Versus Own			
Own Land and Building	0.3	6.2	14.8
Lease Land and Building	(0.9)	5.3	13.3
Lease Land and Own Building	**	**	**

**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-6
Limited-Menu Tableservice
Cost Per Dollar of Sales*

	Total Cost of Sales	Total Payroll	Prime Cost
All Restaurants	30.9¢	33.6¢	64.7¢
Type of Establishment			
Food Only	33.9¢	33.4¢	68.8¢
Food and Beverage	33.4	29.4	62.8
Years in Business			
Under 5 Years	33.3¢	30.4¢	62.2¢
5 to 10 Years	33.1	30.1	65.2
Over 10 Years	34.5	31.1	66.9
Location			
Urban	34.2¢	28.7¢	62.2¢
Suburban	33.3	31.1	65.9
Rural	36.6	32.8	67.9
Menu Theme			
Steak/Seafood	28.2¢	36.1¢	61.9¢
American	29.6	34.4	67.1
Sandwiches/Hamburgers****	36.2	31.7	66.9
Region			
Northeast	35.4¢	29.6¢	67.7¢
North Central	36.7	33.3	68.6
South	34.9	31.2	68.2
West	32.1	28.2	59.5
Profit Versus Loss			
Net Profit	30.6¢	24.5¢	57.6¢
Net Loss	33.1	32.5	69.0

*All amounts are medians.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-7
Limited-Menu Tableservice
Number of Employees*

	Number of Employees Per Restaurant		
	Full-Time	Part-Time (20–35 Hours)	Part-Part-Time (Under 20 Hours)
All Restaurants	7.0	9.0	6.0
Type of Establishment			
Food Only	8.0	7.0	5.0
Food and Beverage	7.0	6.0	4.0
Location			
Urban	8.0	10.0	5.0
Suburban	9.0	10.0	8.0
Rural	4.0	5.0	6.0
Menu Theme			
Steak/Seafood	8.0	13.0	10.0
American	5.0	9.0	8.0
Sandwiches/Hamburgers****	6.0	7.0	5.0
Region			
Northeast	6.0	8.0	5.0
North Central	4.0	10.0	8.0
South	10.0	6.0	5.0
West	10.0	10.0	7.0
Sales Volume			
Under $350,000	5.0	6.0	5.0
$350,000 to $699,999	9.0	9.0	6.0
$700,000 and Over	13.0	20.0	10.0
Affiliation			
Single Unit—Independent	5.0	7.0	6.0
Multi-Unit—Company Operated	12.0	10.0	5.0
Multi-Unit—Franchisee Operated	7.0	21.0	16.0

*All amounts are medians.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-8
Limited-Menu Tableservice
Breakdown of Payroll by Function

Function	Ratio to Total Payroll (Mean)*			Amount Per Seat (Median)*		
	Total	Food Only	Food and Beverage	Total	Food Only	Food and Beverage
Service	36.3%	36.0%	41.1%	$540	$ 422	$ 362
Preparation	27.8	27.6	28.5	350	425	682
Sanitation	6.0	5.6	8.1	145	88	165
Administrative & General	25.0	25.6	21.5	279	357	165
Other	4.9	0.2	0.8	179	49	37
Total Payroll	100.0%	100.0%	100.0%	$997	$1,370	$1,726

*Based on those establishments providing breakdowns.

Exhibit B-9
Limited-Menu Tableservice
Employee Information*

	Full-Time Equivalent Employees			Amount Per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll
All Restaurants	18.0	15.3	8.7	$29,616	$ 8,687
Type of Establishments					
Food Only	13.9	19.3	6.7	$25,879	$ 8,687
Food and Beverage	20.0	14.4	9.7	30,046	8,655
Profit Versus Loss					
Net Profit	15.6	22.8	3.7	$42,169	$11,001
Net Loss	13.6	23.1	4.5	35,354	12,340
Location					
Urban	18.0	15.5	7.1	$32,516	$10,109
Suburban	21.3	16.2	8.6	27,970	8,621
Rural	12.8	11.8	12.1	24,995	7,019
Menu Theme					
Steak/Seafood	30.5	12.9	13.0	$30,232	$ 7,651
American	15.5	15.9	9.4	29,263	8,781
Sandwiches/Hamburgers****	14.3	17.0	6.2	30,077	8,687
Region					
Northeast	14.3	16.5	10.6	$29,808	$ 7,761
North Central	14.1	13.9	8.8	27,662	8,091
South	21.0	15.4	9.3	30,338	8,959
West	20.5	17.4	7.7	29,616	8,726
Sales Volume					
Under $350,000	11.3	14.3	9.6	$24,761	$ 7,070
$350,000 to $699,999	19.5	15.4	9.4	27,933	8,162
$700,000 and Over	35.4	17.9	7.7	33,737	9,592
Affiliation					
Single Unit—Independent	14.0	13.9	9.7	$28,045	$ 8,091
Multi-Unit—Company Operated	27.8	17.0	7.7	29,719	9,043
Multi-Unit—Franchisee Operated	35.6	17.4	5.8	**	**

*All amounts are medians.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-10
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Square Foot*

	All Restaurants			Type of Establishment		Menu Theme		
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	Steak/ Seafood	American	Sandwiches/ Hamburgers****
Sales								
Food	$60	$120	$168	$148	$ 95	$129	$111	$134
Beverage	10	29	56	N/A	29	29	42	45
Total Sales	$85	$140	$230	$148	$128	$149	$131	$186
Gross Profit	$51	$ 86	$154	$102	$ 84	$ 88	$ 85	$126
Occupation Costs								
Rent	$ 4.24	$ 7.89	$ 13.90	$ 7.82	$ 7.89	$ 9.49	$ 6.93	$ 12.92
Property Taxes	.54	.83	1.60	1.18	.81	.66	.71	1.42
Other Taxes	.41	.99	3.23	.60	1.26	.75	2.13	.84
Property Insurance	1.21	2.25	3.85	2.25	2.26	1.80	2.38	3.58
Total Occupation Costs	$ 5.78	$ 11.03	$ 22.36	$ 13.19	$ 11.00	$ 12.39	$ 10.33	$ 19.34

*All amounts are medians unless otherwise stated.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
N/A — Not applicable.

Location			Region				Sales Volume		
Urban	Suburban	Rural	Northeast	North Central	South	West	Under $350,000	$350,000–$699,999	$700,000 and Over
$107	$130	$101	$108	$ 87	$189	$102	$67	$130	$145
24	42	17	45	35	19	29	13	25	52
$133	$150	$106	$158	$105	$152	$143	$85	$143	$212
$ 84	$103	$ 67	$108	$ 63	$100	$ 86	$48	$ 97	$142
$ 7.74	$ 9.22	$ 6.83	$ 7.69	$ 8.92	$ 6.55	$ 9.38	$ 4.99	$ 7.27	$ 10.30
.63	1.20	.71	••	1.32	.38	.89	.76	.73	1.07
.87	1.26	.62	••	2.13	.84	.96	1.21	.60	1.04
2.36	2.53	1.91	3.98	2.56	2.29	2.02	2.23	1.43	2.57
$ 9.64	$ 13.44	$ 6.83	$ 10.94	$ 11.04	$ 10.33	$ 11.12	$ 8.02	$ 11.97	$ 17.89

Exhibit B-11
Limited-Menu Tableservice
Statement of Income and Expenses—All Restaurants*

	All Restaurants					
	Amount Per Seat			Ratio to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,589	$3,347	$5,481	66.3%	88.2%	100.0%
Beverage	270	817	1,513	9.8	20.3	44.4
Total Sales	2,691	4,003	6,867	100.0	100.0	100.0
Cost of Sales						
Food	658	1,143	1,984	32.0	35.9	41.4
Beverage	96	236	453	23.3	28.5	33.3
Total Cost of Sales	897	1,360	2,078	30.8	33.9	39.2
Gross Profit	1,665	2,510	4,283	60.8	66.1	69.2
Other Income	9	31	106	0.2	0.6	2.2
Total Income	1,762	2,764	4,676	62.9	67.4	71.1
Controllable Expenses						
Payroll	697	1,145	1,938	21.5	27.0	32.5
Employee Benefits	47	113	191	1.7	3.1	4.5
Direct Operating Expenses	81	190	446	3.3	5.1	7.7
Music and Entertainment	4	19	114	0.1	0.3	4.6
Advertising and Promotion	30	73	176	0.7	1.8	3.2
Utilities	87	139	198	2.3	3.1	4.3
Administrative and General	41	119	296	1.5	2.7	5.3
Repairs and Maintenance	38	66	110	1.2	1.6	2.2
Total Controllable Expenses	1,224	1,903	3,502	39.9	47.8	55.1
Income Before Occupation Costs	348	780	1,494	11.9	19.0	26.0
Occupation Costs						
Rent	101	242	447	3.5	5.7	7.9
Property Taxes	17	27	49	0.3	0.6	1.2
Other Taxes	13	22	81	0.3	0.9	4.3
Property Insurance	44	67	106	0.9	1.5	2.7
Total Occupation Costs	157	331	596	5.6	7.7	11.7
Income Before Interest and Depreciation	85	416	973	3.9	10.8	18.6
Interest	12	45	143	0.2	1.0	3.1
Depreciation	56	131	281	1.9	3.2	4.8
Restaurant Profit	$ 5	$ 289	$ 674	0.3%	6.3%	13.3%
Other Deductions	22	41	282	0.3	1.4	4.0
Income Before Income Taxes	$ 5	$ 243	$ 537	0.3%	5.9%	13.3%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

Exhibit B-12
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$3,378	$4,732	$7,433	$1,345	$2,545	$4,882
Beverage	N/A	N/A	N/A	270	817	1,513
Total Sales	3,378	4,732	7,433	2,348	3,871	6,389
Cost of Sales						
Food	1,031	1,706	2,330	541	921	1,768
Beverage	N/A	N/A	N/A	96	236	453
Total Cost of Sales	1,031	1,706	2,330	845	1,313	1,975
Gross Profit	1,912	3,048	5,335	1,503	2,486	4,283
Other Income	7	13	67	9	33	146
Total Income	2,087	3,335	5,500	1,546	2,564	4,384
Controllable Expenses						
Payroll	920	1,357	2,585	549	1,105	1,757
Employee Benefits	96	162	267	45	101	186
Direct Operating Expenses	61	194	422	87	190	486
Music and Entertainment	**	**	**	6	29	164
Advertising and Promotion	19	52	157	36	82	181
Utilities	97	151	392	75	124	181
Administrative and General	39	111	302	41	132	305
Repairs and Maintenance	45	60	98	36	68	124
Total Controllable Expense	1,276	2,232	3,763	1,053	1,855	3,412
Income Before Occupation Costs	572	1,068	2,393	283	745	1,441
Occupation Costs						
Rent	73	267	548	101	241	433
Property Taxes	15	46	77	17	27	47
Other Taxes	7	14	209	15	27	81
Property Insurance	45	68	93	43	65	108
Total Occupation Costs	163	385	904	156	318	513
Income Before Interest and Depreciation	292	676	1,302	41	388	743
Interest	**	146	**	14	43	124
Depreciation	42	134	244	58	128	294
Restaurant Profit	$ 250	$ 450	$1,149	$ (10)	$ 206	$ 513
Other Deductions	**	**	**	30	41	282
Income Before Income Taxes	$ 250	$ 439	$1,086	$ (10)	$ 167	$ 512

N/A—Not applicable.
**Insufficient Data.

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Exhibit B-13
Limited-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	56.0%	80.3%	91.3%
Beverage	N/A	N/A	N/A	9.8	20.3	44.4
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	30.7	35.3	41.2	32.3	36.5	41.9
Beverage	N/A	N/A	N/A	23.3	28.5	33.3
Total Cost of Sales	30.7	35.3	41.2	30.8	33.5	38.2
Gross Profit	58.8	64.7	69.3	61.8	66.5	69.2
Other Income	0.1	0.3	0.9	0.2	0.6	2.6
Total Income	59.5	65.8	69.5	63.3	67.6	71.2
Controllable Expenses						
Payroll	22.5	29.6	35.4	21.4	26.7	31.9
Employee Benefits	1.5	3.4	4.5	1.7	3.0	4.5
Direct Operating Expenses	1.6	4.8	6.8	3.5	5.4	8.4
Music and Entertainment	**	**	**	0.1	0.5	4.8
Advertising and Promotion	0.5	0.7	2.0	1.0	2.1	3.7
Utilities	2.6	3.5	5.1	2.3	3.0	4.1
Administrative and General	0.7	1.6	6.9	2.1	3.5	6.3
Repairs and Maintenance	1.0	1.4	1.9	1.3	1.7	2.3
Total Controllable Expenses	34.9	45.6	53.7	42.1	48.4	55.2
Income Before Occupation Cost	13.8	20.7	26.0	11.5	17.6	25.9
Occupation Costs						
Rent	1.7	4.7	8.2	4.0	5.9	7.9
Property Taxes	0.2	0.6	1.0	0.3	0.6	1.2
Other Taxes	0.1	0.3	3.6	0.4	1.1	4.6
Property Insurance	0.7	1.3	1.9	0.9	1.5	3.1
Total Occupation Costs	4.1	6.7	11.5	5.9	7.8	11.8
Income Before Interest and Depreciation	7.0	13.6	24.0	2.7	8.9	16.2
Interest	0.2	0.8	4.5	0.2	1.1	2.9
Depreciation	0.8	2.2	4.2	2.0	3.3	4.9
Restaurant Profit	3.4%	10.6%	18.5%	(0.2)%	5.1%	11.5%
Other Deductions	0.0	0.0	0.0	0.6	1.4	2.7
Income Before Income Taxes	3.4%	10.6%	14.8%	(0.2)%	4.7%	11.5%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.
N/A—Not applicable

Exhibit B-14
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Years In Business								
	Under 5 Years			5 to 10 Years			Over 10 Years		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$ 1,305	$3,389	$5,540	$1,781	$3,610	$4,862	$1,807	$3,186	$5,663
Beverage	221	903	2,241	483	948	1,754	311	651	1,513
Total Sales	2,667	4,218	8,029	2,467	3,829	7,034	2,772	3,959	6,336
Cost of Sales									
Food	539	1,054	2,039	655	996	1,644	704	1,175	2,036
Beverage	50	224	395	203	258	481	96	198	582
Total Cost of Sales	756	1,435	2,526	893	1,305	1,880	931	1,349	2,036
Gross Profit	1,625	2,864	5,453	1,600	2,704	5,150	1,701	2,441	4,017
Other Income	5	31	108	13	27	174	6	32	104
Total Income	1,737	3,000	5,817	1,798	3,154	5,199	1,701	2,537	4,233
Controllable Expenses									
Payroll	612	1,371	1,984	900	1,174	2,158	568	1,033	1,775
Employee Benefits	27	113	222	71	140	276	33	102	163
Direct Operating Expenses	101	314	611	142	174	406	77	156	278
Music and Entertainment	4	24	157	••	••	••	4	18	112
Advertising and Promotion	53	85	248	13	70	267	24	61	149
Utilities	82	164	195	78	115	231	84	141	195
Administrative and General	52	215	538	43	172	315	37	94	228
Repairs and Maintenance	28	87	157	38	75	174	38	60	92
Total Controllable Expenses	1,485	2,295	4,137	1,235	2,142	3,892	1,066	1,744	2,703
Income Before Occupation Costs	90	696	1,621	488	858	1,425	408	767	1,494
Occupation Costs									
Rent	115	273	508	221	362	689	72	188	316
Property Taxes	17	23	50	••	30	••	15	27	49
Other Taxes	15	22	76	••	13	••	15	31	227
Property Insurance	43	70	116	34	68	146	45	62	96
Total Occupation Costs	200	444	599	201	376	894	114	282	517
Income Before Interest and Depreciation	(64)	356	964	119	475	830	105	514	1,198
Interest	19	89	126	5	12	135	21	43	147
Depreciation	110	237	398	90	148	284	43	102	235
Restaurant Profit	$ (203)	$ 267	$ 513	$ 54	$ 299	$ 795	$ 15	$ 286	$ 880
Other Deductions	••	••	••	••	••	••	••	••	••
Income Before Income Taxes	$ (203)	$ 248	$ 513	$ 54	$ 169	$ 636	$ 15	$ 268	$ 742

••Insufficient data.

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$1,686	$4,234	$6,829	$ 1,921	$4,314	$6,072	$ 894	$2,253	$3,610
249	658	1,366	469	1,322	2,346	220	523	979
2,835	4,607	7,593	3,251	4,667	7,950	1,533	2,904	3,872
580	1,361	2,364	770	1,298	2,068	298	818	1,576
61	192	471	126	311	658	47	185	340
925	1,713	2,546	1,112	1,550	2,364	657	949	1,581
1,898	3,044	5,364	1,909	3,050	5,370	700	1,840	2,375
5	30	60	4	31	89	13	55	227
1,900	3,044	5,407	2,042	3,304	5,645	941	1,967	3,132
816	1,289	1,873	845	1,369	2,639	315	776	1,186
57	123	251	50	122	178	24	68	175
101	165	534	174	274	644	49	135	212
9	16	180	3	19	186	••	••	••
41	102	197	45	102	248	16	37	79
99	131	189	106	161	213	53	95	165
45	107	349	83	204	362	23	40	160
48	75	103	47	87	173	23	37	68
1,451	2,016	3,502	1,642	2,439	4,169	494	1,169	2,038
291	874	1,628	367	762	1,639	334	649	1,026
138	221	434	119	274	508	71	234	567
18	27	43	23	31	80	8	19	49
15	18	117	11	27	243	10	22	81
45	72	97	43	67	119	33	55	75
210	357	540	127	385	818	103	177	588
86	539	1,168	9	388	1,179	85	354	747
23	89	124	5	84	270	5	33	107
93	144	263	92	202	345	26	55	132
$ 12	$ 342	$ 517	$ (57)	$ 215	$ 511	$ 32	$ 315	$ 688
••	••	••	••	••	••	••	••	••
$ 12	$ 253	$ 508	$ (57)	$ 149	$ 511	$ 32	$ 310	$ 674

Exhibit B-15
Limited-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Years In Business								
	Under 5 Years			5 to 10 Years			10 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	56.6%	83.0%	98.7%	76.4%	85.5%	100.0%	58.9%	89.9%	100.0%
Beverage	3.4	23.8	48.3	10.7	19.7	31.6	13.9	21.7	53.9
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	32.1	34.2	39.9	30.3	34.3	37.7	32.6	37.5	43.4
Beverage	23.3	25.0	32.2	23.5	31.1	60.5	24.6	28.5	34.3
Total Cost of Sales	30.6	33.3	36.7	29.8	33.1	38.7	30.9	35.3	41.6
Gross Profit	63.3	66.7	69.4	61.3	66.9	70.2	58.5	64.7	69.1
Other Income	0.1	0.6	2.1	0.2	0.6	1.3	0.2	0.5	2.6
Total Income	63.8	67.3	71.1	63.0	68.0	71.3	60.8	66.6	71.0
Controllable Expenses									
Payroll	22.5	27.0	31.9	23.1	27.7	32.0	20.1	27.0	33.5
Employee Benefits	0.8	3.3	4.8	2.1	3.2	4.8	1.5	2.9	4.4
Direct Operating Expenses	4.3	6.4	10.3	2.7	4.8	7.0	2.7	4.7	6.7
Music and Entertainment	0.1	0.3	4.6	**	**	**	0.1	0.5	5.6
Advertising and Promotion	1.3	2.6	4.5	0.5	1.6	2.9	0.7	1.6	2.8
Utilities	2.0	3.1	4.4	2.1	2.8	4.2	2.6	3.3	4.3
Administrative and General	2.8	4.9	7.8	1.2	2.6	6.7	1.1	2.3	4.0
Repairs and Maintenance	1.2	1.7	2.2	1.1	1.4	2.1	1.1	1.7	2.2
Total Controllable Expenses	46.0	50.4	59.7	41.8	45.2	53.3	35.7	45.8	54.4
Income Before Occupation Costs	6.6	17.5	22.9	14.2	21.6	25.5	12.8	18.3	28.3
Occupation Costs									
Rent	5.1	6.0	9.0	4.6	6.9	13.8	2.2	4.7	6.3
Property Taxes	0.2	0.5	1.2	0.2	0.6	0.9	0.4	0.6	1.3
Other Taxes	0.2	0.7	4.6	0.1	0.5	1.9	0.4	1.4	4.9
Property Insurance	0.8	1.1	3.2	0.7	1.6	3.5	1.0	1.7	2.6
Total Occupation Costs	5.9	7.9	12.1	6.6	8.6	16.0	4.9	7.0	10.2
Income Before Interest and Depreciation	(4.6)	8.1	13.6	4.2	12.3	18.8	4.2	11.8	20.6
Interest	0.1	1.2	2.8	0.1	0.3	3.4	0.4	1.1	3.5
Depreciation	1.9	4.2	7.4	1.5	3.2	4.7	1.7	2.5	4.5
Restaurant Profit	(6.3)%	5.1%	10.5%	2.6%	7.1%	13.2%	0.8%	6.4%	16.2%
Other Deductions	**	**	**	**	**	**	**	**	**
Income Before Income Taxes	(6.3)%	4.7%	10.3%	2.0%	4.7%	13.2%	0.8%	6.4%	14.3%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
67.4%	88.4%	99.0%	60.6%	87.5%	100.0%	69.8%	93.1%	100.0%
5.3	17.8	41.9	13.9	24.3	54.2	13.0	19.7	44.8
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
31.5	36.4	42.0	31.1	35.5	40.4	33.1	35.7	45.0
23.3	28.8	33.3	22.7	26.4	29.0	27.7	31.8	43.0
31.3	34.2	38.4	30.4	33.3	38.0	32.3	35.7	41.5
61.6	65.8	68.7	62.0	66.7	69.6	58.5	64.3	67.7
0.1	0.4	0.8	0.2	0.5	1.3	0.5	1.7	13.2
62.2	67.1	70.8	63.0	67.8	70.7	60.4	67.2	71.4
21.9	26.3	31.2	23.1	30.2	33.8	17.4	27.1	31.9
1.7	3.0	4.7	1.4	3.1	4.4	1.7	3.1	4.3
3.0	5.3	7.9	3.3	5.9	9.3	2.7	4.7	6.3
0.1	0.4	4.8	0.1	0.2	1.7	••	••	••
0.8	2.4	4.4	0.6	1.5	4.0	0.8	1.5	2.4
2.5	3.0	3.7	2.1	2.9	4.3	2.4	3.7	4.8
1.7	2.7	6.3	1.5	3.5	7.7	0.9	2.5	4.6
1.3	1.7	2.2	1.2	1.7	2.3	1.0	1.5	2.8
39.5	48.2	55.2	44.9	49.0	56.5	31.5	45.7	52.6
9.1	19.7	24.5	11.6	16.6	24.7	16.3	22.1	38.3
4.1	5.5	7.1	2.8	6.0	7.5	2.4	6.5	12.1
0.3	0.5	1.1	0.3	0.6	1.1	0.4	0.8	2.1
0.3	0.5	3.7	0.3	0.9	5.2	0.2	1.2	4.8
0.9	1.5	2.6	0.8	1.1	1.9	0.9	2.5	4.7
5.7	7.4	11.1	5.1	7.8	10.8	5.6	8.5	16.0
1.6	11.2	14.9	4.0	8.8	15.7	5.5	13.6	23.8
0.4	1.6	3.4	0.1	0.5	1.6	0.2	1.5	4.1
1.9	3.3	4.8	2.0	3.2	4.8	1.1	3.3	5.1
(3.0)%	6.3%	10.2%	0.1%	5.4%	12.7%	2.3%	9.7%	20.3%
••	••	••	••	••	••	••	••	••
(3.0)%	5.1%	10.2%	0.1%	4.7%	12.7%	2.3%	9.7%	19.1%

Exhibit B-16
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Affiliation					
	Single Unit Independent			Multi-Unit Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,254	$2,694	$4,806	$2,138	$4,232	$6,175
Beverage	321	952	1,890	441	1,033	1,486
Total Sales	2,204	3,588	5,220	3,098	4,809	8,721
Cost of Sales						
Food	501	922	1,633	890	1,346	1,903
Beverage	109	276	574	124	267	429
Total Cost of Sales	762	1,250	1,827	953	1,552	2,518
Gross Profit	1,320	2,246	3,567	2,067	3,050	6,026
Other Income	6	31	110	5	29	148
Total Income	1,420	2,488	3,991	2,087	3,220	6,359
Controllable Expenses						
Payroll	524	1,004	1,679	858	1,298	2,612
Employee Benefits	26	75	151	83	152	191
Direct Operating Expenses	73	147	375	142	254	443
Music and Entertainment	12	34	225	2	7	103
Advertising and Promotion	26	58	166	17	72	194
Utilities	70	122	195	87	130	201
Administrative and General	36	83	246	65	179	480
Repairs and Maintenance	36	61	87	38	72	157
Total Controllable Expenses	950	1,653	2,668	1,599	2,396	4,396
Income Before Occupation Costs	333	763	1,352	283	605	1,380
Occupation Costs						
Rent	91	228	401	112	246	553
Property Taxes	15	27	49	11	28	82
Other Taxes	14	43	215	8	17	28
Property Insurance	44	63	119	38	63	96
Total Occupation Costs	133	297	513	241	365	715
Income Before Interest and Depreciation	103	405	760	(65)	254	743
Interest	7	42	127	12	71	184
Depreciation	49	110	207	76	159	339
Restaurant Profit	$ 15	$ 286	$ 543	$ (165)	$ 129	$ 509
Other Deductions	15	39	236	••	••	••
Income Before Income Taxes	$ 15	$ 206	$ 512	$ (165)	$ 129	$ 509

••Insufficient data.

Sales Volume ($000)								
Under $350			$350 to $699			$700 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$1,237	$2,199	$4,395	$1,482	$3,478	$5,039	$2,793	$5,006	$7,742
127	345	1,336	403	862	1,292	523	1,208	2,134
1,507	2,830	3,916	3,076	4,077	5,278	4,048	7,107	8,861
486	780	1,503	537	1,066	1,839	1,008	1,716	2,512
39	103	440	163	246	547	124	288	505
539	986	1,469	933	1,333	1,839	1,448	2,100	2,910
974	1,873	2,661	1,770	2,671	3,428	2,511	4,881	6,026
6	21	238	10	34	158	10	31	89
980	1,986	3,025	1,771	2,679	3,525	2,529	4,933	6,073
477	905	1,191	631	1,125	1,545	1,103	1,955	2,634
24	82	146	51	120	184	57	168	341
49	102	172	78	195	373	193	446	660
1	12	39	**	**	**	6	22	237
6	36	89	30	55	131	69	162	252
68	114	175	77	114	155	115	179	213
36	46	109	33	170	361	112	258	454
22	46	61	34	52	76	75	110	179
785	1,265	1,833	1,062	1,744	2,312	2,248	3,508	4,231
204	582	1,135	471	792	924	536	1,100	1,967
44	152	265	115	221	417	216	373	532
6	19	67	19	27	48	18	34	46
16	23	62	10	15	227	13	23	167
44	62	96	28	57	77	44	81	116
95	187	396	141	251	596	296	484	843
10	362	756	98	376	710	156	526	1,490
12	43	129	7	35	99	23	102	177
42	122	236	32	103	206	98	149	396
$ 301	$ 267	$ 654	$ 5	$ 250	$ 620	$ 15	$ 400	$ 976
**	**	**	**	**	**	**	**	**
$ (30)	$ 267	$ 535	$ 5	$ 167	$ 620	$ 15	$ 248	$ 976

Exhibit B-17
Limited-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Affiliation					
	Single Unit Independent			Multi-Unit Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	58.9%	83.7%	99.8%	76.4%	100.0%	100.0%
Beverage	12.8	21.1	51.1	15.5	23.0	42.9
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	32.0	37.7	43.2	30.7	34.2	37.1
Beverage	25.3	28.7	36.7	23.4	28.4	32.1
Total Cost of Sales	30.8	35.3	41.9	29.5	33.2	35.9
Gross Profit	58.1	64.7	69.2	64.1	66.8	70.5
Other Income	0.2	0.7	2.8	0.0	0.4	2.1
Total Income	60.2	67.4	71.2	64.1	67.9	71.5
Controllable Expenses						
Payroll	20.4	26.7	32.5	25.6	30.3	35.8
Employee Benefits	0.7	2.7	4.3	2.9	3.7	4.8
Direct Operating Expenses	2.7	5.1	7.7	3.7	5.3	7.9
Music and Entertainment	0.2	0.9	5.8	••	0.1	1.4
Advertising and Promotion	0.8	1.7	3.1	0.5	1.1	3.0
Utilities	2.5	3.4	4.7	2.1	2.8	4.2
Administrative and General	1.2	2.6	4.6	2.1	4.8	8.1
Repairs and Maintenance	1.2	1.8	2.4	1.0	1.4	2.1
Total Controllable Expenses	35.2	45.8	54.9	45.1	51.5	59.0
Income Before Occupation Cost	12.9	19.4	28.3	7.9	14.3	25.9
Occupation Costs						
Rent	3.3	5.6	8.4	4.0	6.0	7.0
Property Taxes	0.4	0.7	1.4	0.3	0.6	1.1
Other Taxes	0.5	2.2	5.2	0.2	0.5	1.1
Property Insurance	1.0	1.8	3.5	0.7	0.9	1.4
Total Occupation Costs	5.5	8.3	13.2	5.7	7.0	10.4
Income Before Interest and Depreciation	4.2	10.2	13.2	(0.4)	7.7	15.5
Interest	0.2	0.9	2.9	0.2	1.0	3.7
Depreciation	1.7	2.8	4.9	2.0	3.3	4.6
Restaurant Profit	0.3%	6.3%	14.4%	(4.1)%	5.6%	11.2%
Other Deductions	0.3	1.2	2.7	••	••	••
Income Before Income Taxes	0.3%	5.0%	14.2%	(4.1)%	5.6%	11.2%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
••Insufficient data.

Sales Volume ($000)								
Under $350			$350 to $699			$700 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
69.1%	95.3%	100.0%	56.7%	91.6%	100.0%	65.1%	81.0%	98.6%
10.0	19.7	51.9	7.5	30.1	49.3	10.7	20.3	41.3
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
32.0	37.0	41.5	31.4	33.9	38.1	31.8	36.2	42.0
27.8	32.5	52.7	25.0	28.8	35.8	21.8	26.0	28.9
31.3	36.2	41.5	30.5	33.0	34.2	29.6	33.2	37.2
58.5	63.8	68.7	65.8	67.0	69.6	62.8	66.8	70.5
0.3	0.9	17.3	0.1	0.7	3.8	0.1	0.4	0.8
60.4	64.7	71.3	66.1	67.9	70.8	63.3	67.7	71.6
20.3	27.8	36.2	21.9	26.8	31.5	21.8	26.7	31.9
1.9	3.2	4.2	2.0	4.3	4.9	1.1	2.6	4.4
2.5	4.3	6.5	4.3	5.1	7.5	3.4	6.1	10.3
••	0.3	3.8	••	••	••	0.1	0.3	4.4
0.5	1.3	2.7	0.7	1.7	2.9	1.1	2.5	4.3
3.1	4.2	5.8	2.4	3.0	3.7	2.1	2.5	3.1
1.1	2.5	4.6	0.8	3.6	8.2	2.0	3.7	6.8
1.1	1.5	2.3	1.0	1.4	2.1	1.4	1.9	2.3
34.6	45.4	54.0	36.4	50.5	54.6	44.2	48.4	55.8
10.8	21.4	30.5	12.7	16.3	22.5	10.6	18.7	25.3
2.8	5.8	10.5	2.6	5.3	7.1	4.3	5.9	6.8
0.4	1.1	2.3	0.4	0.7	1.0	0.3	0.5	1.0
0.4	1.3	4.3	0.2	0.5	5.3	0.2	0.5	3.7
1.6	2.6	4.0	0.9	1.0	1.8	0.7	1.1	1.7
5.3	8.3	14.4	5.6	6.5	11.6	5.9	7.8	11.1
3.5	10.5	22.4	5.6	8.7	14.2	2.5	11.1	15.5
0.2	1.4	4.6	0.1	0.8	2.6	0.3	0.9	1.9
2.2	3.8	6.4	1.6	3.2	4.3	1.7	2.9	4.5
(0.3)%	7.2%	17.7%	0.6%	5.4%	11.2%	0.2%	5.1%	12.2%
••	1.1	••	••	••	••	••	••	••
(0.3)%	7.2%	14.3%	0.6%	4.2%	10.9%	0.2%	5.1%	12.2%

Exhibit B-18
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,821	$ 3,587	$6,152	$1,328	$2,688	$4,794
Beverage	243	1,458	3,007	523	1,060	2,125
Total Sales	3,052	4,419	8,893	2,887	3,363	5,306
Cost of Sales						
Food	736	1,226	2,382	572	996	1,841
Beverage	77	362	704	166	237	684
Total Cost of Sales	949	1,664	3,004	1,007	1,250	1,843
Gross Profit	2,016	2,963	6,525	1,579	2,211	3,607
Other Income	••	68	••	5	32	373
Total Income	2,417	2,966	6,546	1,645	2,321	4,145
Controllable Expenses						
Payroll	504	1,227	2,453	606	1,086	1,605
Employee Benefits	••	126	••	34	81	116
Direct Operating Expenses	98	210	507	79	181	564
Music and Entertainment	••	••	••	••	16	••
Advertising and Promotion	35	69	130	34	85	166
Utilities	109	183	257	67	119	160
Administrative and General	28	222	277	37	88	234
Repairs and Maintenance	46	68	186	29	64	119
Total Controllable Expenses	1,035	2,133	4,184	1,066	1,671	2,993
Income Before Occupation Costs	543	1,267	2,306	306	604	1,083
Occupation Costs						
Rent	234	325	689	84	222	358
Property Taxes	••	36	••	15	27	53
Other Taxes	••	••	••	11	27	266
Property Insurance	68	146	166	30	62	104
Total Occupation Costs	195	392	1,028	125	357	621
Income Before Interest and Depreciation	58	695	1,471	98	340	633
Interest	9	43	158	14	42	132
Depreciation	45	107	285	55	107	163
Restaurant Profit	$ 15	$ 394	$1,097	$ 69	$ 196	$ 489
Other Deductions	••	••	••	••	••	••
Income Before Income Taxes	$ 15	$ 279	$1,097	$ 69	$ 196	$ 446

••Insufficient data.

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$2,019	$3,426	$6,016	$1,305	$4,233	$5,763
127	631	877	229	803	1,399
1,966	3,818	5,957	2,519	5,000	7,593
696	1,278	2,005	481	1,054	2,002
48	154	281	51	312	391
856	1,310	1,889	752	1,435	2,269
1,193	2,338	3,796	1,698	3,238	5,473
6	20	95	9	33	67
1,240	2,463	3,991	1,698	3,304	5,498
696	1,174	1,465	625	1,416	1,988
51	126	180	27	121	363
75	167	306	77	252	567
1	5	89	••	180	••
11	43	234	46	79	198
71	119	227	99	154	199
43	115	331	39	179	515
35	55	89	40	81	141
1,220	1,997	2,445	1,317	2,092	3,654
168	767	1,068	532	801	1,673
70	167	481	138	268	452
3	11	46	20	32	41
7	17	77	15	21	45
30	53	101	44	62	94
105	284	471	176	326	577
(43)	254	743	210	608	1,236
4	58	144	23	94	175
50	125	236	62	252	401
(75)	$ 173	$ 678	$ 28	$ 462	$ 990
••	••	••	••	••	••
(75)	$ 132	$ 678	$ 28	$ 435	$ 933

Exhibit B-19
Limited-Menu Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	48.1%	81.3%	100.0%	52.5%	77.0%	100.0%
Beverage	13.9	27.3	54.1	18.1	36.1	58.0
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	34.6	40.3	46.5	32.7	37.5	42.4
Beverage	23.0	28.1	35.6	24.8	29.2	43.8
Total Cost of Sales	31.7	35.4	40.4	31.6	36.9	41.9
Gross Profit	59.6	64.6	68.3	58.1	63.1	68.4
Other Income	••	0.6	••	0.2	1.1	10.4
Total Income	60.4	67.5	70.0	61.5	66.1	70.9
Controllable Expenses						
Payroll	20.0	26.7	31.5	21.2	27.8	33.7
Employee Benefits	1.6	3.0	5.3	1.8	2.8	4.5
Direct Operating Expenses	2.2	5.7	9.8	3.4	4.9	8.2
Music and Entertainment	••	••	••	••	0.2	••
Advertising and Promotion	0.8	1.4	2.8	0.7	2.4	5.0
Utilities	2.5	2.8	4.7	2.5	3.7	4.3
Administrative and General	1.1	2.5	4.6	1.3	2.6	4.3
Repairs and Maintenance	1.1	1.6	2.2	1.4	1.8	2.3
Total Controllable Expenses	35.0	46.2	50.6	40.2	45.9	53.9
Income Before Occupation Costs	13.6	18.9	34.3	12.6	18.3	25.5
Occupation Costs						
Rent	3.8	5.6	9.5	2.6	5.6	7.6
Property Taxes	••	0.9	••	0.4	0.8	1.7
Other Taxes	••	••	••	0.3	1.6	7.3
Property Insurance	1.7	2.2	2.7	0.9	1.7	3.4
Total Occupation Costs	5.6	9.4	12.0	6.1	8.6	12.7
Income Before Interest and Depreciation	3.8	8.7	27.1	5.1	9.0	12.4
Interest	0.2	0.7	2.0	0.2	1.7	3.8
Depreciation	1.4	2.7	4.2	1.8	3.1	4.9
Restaurant Profit	0.3%	8.0%	23.5%	2.9%	5.0%	13.2%
Other Deductions	••	••	••	••	••	••
Income Before Income Taxes	0.3%	5.3%	23.5%	2.0%	5.0%	12.6%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
80.5%	99.5%	100.0%	69.1%	91.3%	100.0%
4.6	19.3	37.6	5.0	17.0	42.1
100.0	100.0	100.0	100.0	100.0	100.0
31.6	36.7	40.3	31.0	33.5	38.0
21.5	26.2	48.4	22.1	28.1	33.0
31.2	35.6	39.1	28.8	32.4	34.4
60.9	64.4	68.8	65.6	67.7	71.2
0.1	0.5	1.8	0.2	0.5	1.2
62.2	65.3	69.6	65.6	68.5	71.9
23.5	28.3	35.6	21.2	25.3	31.6
1.7	3.3	4.5	0.7	3.3	4.8
3.9	5.3	7.8	2.3	4.8	6.8
••	0.1	0.5	1.5	4.8	13.9
0.5	1.3	2.7	0.9	2.0	3.5
2.2	3.0	4.4	2.0	3.1	4.1
1.4	2.5	8.0	1.6	4.7	6.9
1.0	1.4	2.1	1.1	1.7	2.6
41.6	52.0	59.0	39.3	46.6	55.2
6.7	19.7	23.1	14.7	18.3	29.1
2.7	5.2	11.1	4.7	6.0	8.1
0.1	0.3	0.8	0.5	0.7	1.1
0.1	0.8	4.0	0.3	0.6	3.3
0.8	1.4	2.4	0.8	1.1	2.7
5.3	7.8	11.4	5.9	7.1	12.2
(1.0)	8.9	16.0	4.2	13.2	20.1
0.2	0.6	3.5	0.8	1.3	3.5
1.7	3.0	4.2	2.0	4.0	5.2
(3.8)%	6.1%	14.4%	0.8%	6.9%	15.7%
••	••	••	••	••	••
(3.8)%	4.7%	14.4%	0.8%	6.7%	14.5%

Exhibit B-20
Limited-Menu Tableservice
Statement of Income and Expenses—Amount Per Seat

	Menu Theme								
	Steak/Seafood			American			Sandwiches/Hamburgers****		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$ 1,345	$3,316	$6,835	$1,050	$3,324	$5,707	$1,675	$4,148	$7,493
Beverage	211	514	1,174	634	1,452	2,986	163	921	2,553
Total Sales	1,690	3,599	7,316	2,793	3,914	7,167	3,759	6,033	8,861
Cost of Sales									
Food	517	1,246	2,378	542	1,250	1,977	615	1,502	2,407
Beverage	46	131	290	**	392	**	51	255	658
Total Cost of Sales	670	1,354	2,487	986	1,352	2,111	1,235	1,858	2,723
Gross Profit	1,020	2,290	4,829	1,564	2,844	5,056	2,419	3,898	6,605
Other Income	6	34	95	4	18	230	13	22	143
Total Income	1,025	2,335	4,860	1,807	3,000	5,218	2,435	3,905	6,704
Controllable Expenses									
Payroll	485	1,145	1,705	653	1,122	2,507	1,054	1,465	2,438
Employee Benefits	27	92	342	37	103	198	37	125	260
Direct Operating Expenses	76	199	588	60	212	580	142	221	491
Music and Entertainment	**	**	**	**	**	**	**	9	**
Advertising and Promotion	32	71	167	34	72	248	15	69	157
Utilities	70	154	181	58	106	215	122	158	247
Administrative and General	25	95	503	46	145	488	89	170	302
Repairs and Maintenance	35	71	130	20	84	156	45	74	140
Total Controllable Expenses	784	1,951	3,426	1,098	2,221	3,702	1,672	2,232	4,206
Income Before Occupation Costs	197	611	885	355	689	2,285	539	929	2,393
Occupation Costs									
Rent	103	242	433	85	234	548	115	300	654
Property Taxes	10	22	35	11	37	68	18	34	89
Other Taxes	15	22	70	12	57	442	11	17	111
Property Insurance	43	55	83	51	76	175	62	83	137
Total Occupation Costs	116	280	539	125	293	1,050	244	395	897
Income Before Interest and Depreciation	(58)	286	785	175	460	1,810	156	593	1,281
Interest	5	27	102	**	42	**	18	65	135
Depreciation	34	137	362	51	242	437	86	137	284
Restaurant Profit	$ (175)	$ 127	$ 517	$ 96	$ 384	$1,399	$ 17	$ 488	$1,149
Other Deductions	**	**	**	**	**	**	**	**	**
Income Before Income Taxes	$ (175)	$ 91	$ 517	$ 94	$ 384	$ 750	$ 17	$ 378	$1,149

**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit B-21

Limited-Menu Tableservice

Statement of Income and Expenses—Ratio to Total Sales*

	Menu Theme								
	Steak/Seafood			American			Sandwiches/Hamburgers****		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	79.6%	88.0%	97.6%	51.0%	81.2%	100.0%	49.2%	86.1%	100.0%
Beverage	4.4	16.6	25.8	19.6	45.1	65.9	8.8	32.8	56.4
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	33.8	40.2	43.5	31.7	37.8	44.9	31.0	37.1	41.6
Beverage	22.4	26.0	27.6	**	28.5	0.0	25.3	28.6	35.6
Total Cost of Sales	33.0	37.1	43.7	31.0	37.2	44.4	30.1	32.0	37.4
Gross Profit	56.3	62.9	67.0	55.6	62.9	69.0	62.6	68.0	69.9
Other Income	0.1	0.5	1.8	**	0.4	12.7	0.2	0.6	6.1
Total Income	57.8	63.4	67.6	58.9	66.9	72.5	63.1	69.2	71.8
Controllable Expenses									
Payroll	20.9	24.4	31.5	21.9	27.0	37.0	23.6	28.1	33.7
Employee Benefits	0.9	2.8	4.3	1.1	2.7	4.6	1.3	3.1	4.1
Direct Operating Expenses	4.3	6.2	10.3	1.8	3.9	5.3	2.7	4.1	6.2
Music and Entertainment	0.1	0.3	6.2	**	**	**	**	0.3	4.6
Advertising and Promotion	1.2	2.0	3.7	0.7	1.5	3.8	0.3	1.4	2.8
Utilities	2.4	3.4	4.7	2.3	2.8	3.7	2.5	2.9	4.0
Administrative and General	1.2	4.1	6.3	1.1	2.6	7.9	2.1	2.7	8.0
Repairs and Maintenance	1.4	2.0	2.6	0.9	1.6	2.1	1.0	1.4	2.1
Total Controllable Expenses	43.3	48.4	55.3	38.9	44.0	55.6	41.5	46.2	52.9
Income Before Occupation Costs	8.8	16.2	23.9	13.8	19.3	26.6	12.6	22.2	25.4
Occupation Costs									
Rent	4.1	5.7	7.3	2.7	5.1	6.3	3.6	6.0	7.4
Property Taxes	0.2	0.4	1.2	0.3	0.5	1.7	0.4	0.7	2.4
Other Taxes	0.3	0.9	3.9	0.3	1.4	5.7	0.3	0.5	1.4
Property Insurance	0.8	1.1	2.0	1.1	2.2	3.0	1.0	1.8	3.3
Total Occupation Costs	5.7	7.7	11.2	5.5	7.2	10.2	5.9	7.8	11.1
Income Before Interest and Depreciation	0.1	0.6	1.8	0.1	2.0	4.7	0.4	0.8	2.3
Interest	61.0	5.3	18.0	6.1	4.8	25.5	4.2	13.0	19.7
Depreciation	1.7	4.3	5.7	2.0	3.6	5.1	1.8	2.8	4.2
Restaurant Profit	(5.8)%	3.6%	10.3%	4.3%	8.1%	18.2%	0.9%	10.2%	14.0%
Other Deductions	**	**	**	**	**	**	**	**	**
Income Before Income Taxes	(5.8)%	2.3%	10.3%	4.3%	8.0%	14.3%	0.9%	10.2%	14.0%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

SECTION C— LIMITED-MENU NO TABLESERVICE

Sandwich/Hamburger style restaurants accounted for almost 40 percent of the operations in this category. The median average daily seat turnover was 5.0 percent at limited-menu no tableservice establishments and contrasts with the lower average seat turnovers for cafeterias, limited-menu tableservice and full-menu tableservice establishments, which were 2.3, 1.6 and 1.3, respectively.

Limited-menu no tableservice restaurants employed a median of 15 full-time equivalent employees, had total sales of $40,414 per employee and payroll expenses of $11,036 per full-time equivalent employee.

Limited-menu no tableservice restaurants specializing in chicken menus had higher total sales per full-time equivalent employee than restaurants with other menu themes. Limited-menu no tableservice restaurants that were multi-unit franchise operated had total median sales per seat of $13,667, which is substantially higher than any other restaurant affiliation. These establishments also had a higher total income as a ratio of total sales of 69.3 percent compared with single-unit and multi-unit company operated restaurants which had sales of 63.0 percent and 68.8 percent, respectively. Multi-unit company operated restaurants posted a median income before income taxes of 14.2 percent.

Amount per square foot data for limited-menu no tableservice establishments indicated a higher total occupation cost per square foot in the Northeast than in other regions of the United States. The same observation applies to restaurants in urban areas compared with those in suburban or rural locations.

Highlights
• The median check was $4.22, and the average daily seat turnover was 5.0.
• Establishments realizing a net profit reported median total sales of $7,581 per seat, while those experiencing a net loss reported total sales of $9,394 per seat.
• Median total sales per full-time equivalent employee were $40,414.
• Median restaurant profit was 9.0 percent in 1988.
• The median total cost of sales was $3,005 per seat.

Characteristics
• Over 50 percent of the establishments operate at a sales volume less than $400,000.
• Over 26 percent operate as single unit independents.
• Less than 20 percent offer both food and beverage.

Exhibit C-1

Composition of Participating Limited-Menu No Tableservice Restaurants
Number of Respondents: 227

	Percentage of Respondents
Type of Establishment:	
Food Only	80.3%
Food and Beverage	19.5
Years in Business:	
Under 5 Years	42.9%
5 to 10 Years	25.9
Over 10 Years	31.2
Region:†	
Northeast	14.7%
North Central	14.6
South	27.1
West	43.6
Location:	
Urban	55.4%
Suburban	37.9
Rural	6.7
Affiliation:	
Single Unit— Independent	26.9%
Multi-Unit— Company Operated	32.2
Multi-Unit— Franchisee Operated	29.1
Not Specified	11.8
Meals Served:	
Breakfast and Lunch Only	4.9%
Lunch and Dinner Only	67.8
All Meals	20.3
Open 24 Hours	3.5
Not Specified	3.5

	Percentage of Respondents
Profit Versus Loss:[1]	
Net Profit	80.6%
Net Loss	19.4%
Lease Versus Own:	
Own Land and Building	27.5%
Lease Land and Building	56.2
Lease Land and Own Building	3.5
Not Specified	12.8
Ownership:	
Sole Proprietorship	17.3%
Partnership	13.3
Public Corporation	16.8
Private Corporation	52.6
Menu Theme:	
Seafood	2.3%
Sandwiches/Hamburgers••••	39.2
Mexican	5.7
Chicken	22.0
All Others	26.9
Not Specified	3.9
Sales Volume:	
Under $400,000	50.7%
$400,000 to $749,999	19.8
$750,000 and Over	29.5

••••Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.
†Regions
Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.
North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.
West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.
(1) For respondents specifying.

Exhibit C-2
Limited-Menu No Tableservice
Average Check

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	$3.39	$4.22	$5.82
Type of Establishment			
Food Only	$3.32	$4.01	$5.57
Food and Beverage	3.66	6.26	9.41
Years in Business			
Under 5 Years	$3.49	$4.42	$5.66
5 to 10 Years	3.49	4.06	6.25
Over 10 Years	2.90	4.36	5.83
Location			
Urban	$3.54	$4.42	$5.81
Suburban	3.40	4.70	5.83
Rural	2.43	3.57	6.01
Meals Served			
Breakfast and Lunch Only	••	3.41	••
Lunch and Dinner Only	3.99	4.59	6.07
All Meals	2.59	3.47	5.02
Open 24 Hours	••	4.00	••
Menu Theme			
Seafood	••	••	••
Sandwiches/Hamburgers••••	$3.37	$4.55	$8.38
Mexican	1.41	3.31	5.62
Chicken	4.56	5.13	6.02
Region			
Northeast	$3.70	$4.56	$4.71
North Central	2.63	3.55	5.71
South	3.89	5.47	6.08
West	3.23	4.00	5.79
Sales Volume			
Under $400,000	$2.42	$3.46	$4.66
$400,000 to $749,999	3.11	4.00	4.90
$750,000 and Over	4.01	5.13	6.66

••Insufficient data.
••••Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-3
Limited-Menu No Tableservice
Average Daily Seat Turnover

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	2.0	5.0	9.6
Type of Establishment			
Food Only	3.5	6.8	10.8
Food and Beverage	0.9	1.6	3.0
Years in Business			
Under 5 Years	1.8	5.2	8.8
5 to 10 Years	4.1	7.9	10.8
Over 10 Years	1.6	3.2	7.7
Location			
Urban	1.5	4.1	11.6
Suburban	3.0	5.5	9.5
Rural	2.0	3.4	6.8
Meals Served			
Breakfast and Lunch Only	••	7.4	••
Lunch and Dinner Only	1.8	4.6	8.8
All Meals	2.1	6.1	10.5
Open 24 Hours	••	••	••
Menu Theme			
Seafood	••	••	••
Sandwiches/Hamburgers••••	1.6	2.9	8.4
Mexican	3.3	6.7	12.7
Chicken	4.6	7.3	10.9
Region			
Northeast	2.4	3.9	10.3
North Central	3.6	4.5	5.2
South	2.8	6.3	9.6
West	3.2	4.0	4.9
Sales Volume			
Under $400,000	1.4	3.4	8.7
$400,000 to $749,999	2.6	6.4	9.6
$750,000 and Over	2.2	7.1	10.6

••Insufficient data.
••••Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-4
Limited-Menu No Tableservice
Net Income Differential*

	Amount Per Seat					
	Net Profit			Net Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$4,224	$7,581	$15,382	$ 3,746	$9,394	$12,037
Beverage	191	295	822	••	••	••
Total Sales	4,444	7,581	15,382	4,368	9,394	12,058
Cost of Sales						
Food	1,487	2,929	4,865	1,778	3,308	4,489
Beverage	50	96	140	••	••	••
Total Cost of Sales	1,606	2,465	4,727	1,778	3,337	4,489
Gross Profit	2,957	4,741	10,039	1,529	6,152	8,296
Other Income	22	46	137	••	••	••
Total Income	2,989	4,806	10,039	1,529	6,152	8,296
Controllable Expenses						
Payroll	1,207	1,776	3,439	1,258	2,925	3,751
Employee Benefits	44	143	470	250	559	730
Direct Operating Expenses	139	284	569	62	205	656
Music and Entertainment	4	18	596	••	••	••
Advertising and Promotion	79	275	955	159	678	959
Utilities	168	245	502	289	389	526
Administrative and General	75	238	1,410	148	508	968
Repairs and Maintenance	83	135	414	84	272	359
Total Controllable Expenses	1,811	3,041	7,530	3,128	5,572	7,458
Income Before Occupation Costs	1,139	1,679	3,017	(349)	463	951
Occupation Costs						
Rent	235	472	905	392	801	1,220
Property Taxes	21	52	69	••	••	••
Other Taxes	16	42	136	12	43	244
Property Insurance	39	83	176	70	93	182
Total Occupation Costs	300	653	1,146	497	1,003	1,268
Income Before Interest and Depreciation	633	1,032	1,878	(1,108)	(440)	62
Interest	17	80	136	••	••	••
Depreciation	100	286	524	295	436	611
Restaurant Profit	$ 360	$ 752	$ 1,217	$(1,442)	$ (912)	$ (193)
Other Deductions	26	53	310	••	••	••
Income Before Income Taxes	$ 288	$ 583	$ 1,191	$(1,442)	$ (912)	$ (193)
Other Data						
Average Receipt Per Cover	$ 3.41	$ 4.09	$ 5.96	$ 3.45	$ 4.44	$ 5.79
Average Daily Seat Turnover	2.2	5.5	8.6	2.1	5.3	9.6
Productivity Index	3.56	3.92	4.74	2.81	3.06	3.38

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Ratio to Total Sales					
Net Profit			Net Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
4.1	11.8	12.8	••	••	••
100.0	100.0	100.0	100.0	100.0	100.0
0.3	31.8	35.4	29.7	31.9	37.3
7.4	21.2	44.9	••	••	••
0.1	31.6	35.2	30.4	33.1	37.4
4.8	68.4	69.9	62.6	66.9	69.6
0.2	0.3	0.9	••	••	••
6.8	68.8	70.4	62.6	66.9	70.0
9.7	22.6	25.7	24.4	28.1	31.7
0.7	1.5	4.3	3.1	5.9	6.3
3.1	5.7	9.2	1.5	5.3	13.4
••	0.1	••	••	0.1	••
1.9	3.8	5.5	3.0	5.5	10.0
2.3	3.0	3.6	3.0	4.0	5.0
1.5	3.2	6.4	3.0	6.2	7.0
1.0	1.8	2.6	1.5	2.7	3.4
7.9	44.2	49.1	55.5	58.3	66.2
9.1	23.6	28.9	2.7	8.2	11.2
3.9	6.3	8.2	6.9	11.9	16.9
0.3	0.6	1.0	0.4	0.8	1.6
0.3	0.5	1.7	0.1	0.6	4.8
0.5	0.9	1.2	0.6	1.1	2.4
5.7	7.7	9.5	8.9	15.5	19.8
9.7	15.8	20.6	(14.0)	(4.6)	(0.9)
0.2	1.1	2.4	0.3	1.3	3.4
1.8	2.8	4.1	2.8	4.8	6.7
6.3%	12.1%	16.9%	(17.9)%	(10.0)%	(3.0)%
0.2	0.8	2.2	••	••	••
6.0%	11.0%	16.2%	(17.9)%	(10.0)%	(3.0)%

Exhibit C-5
Limited-Menu No Tableservice
Earnings Ratio

	Lower Quartile	Median	Upper Quartile
All Restaurants	3.0%	7.9%	15.1%
Type of Establishment			
Food Only	1.6	7.8	15.5
Food and Beverage	3.2	8.8	14.7
Years in Business			
Under 5 Years	(4.8)	3.8	9.8
5 to 10 Years	7.0	13.2	18.9
Over 10 Years	4.9	13.3	16.0
Location			
Urban	3.2	10.6	16.9
Suburban	(0.8)	6.0	14.1
Rural	4.9	12.0	15.3
Menu Theme			
Seafood	••	••	••
Sandwiches/Hamburgers••••	3.3	8.6	15.1
Mexican	(7.8)	(1.8)	11.6
Chicken	0.4	6.5	10.4
Region			
Northeast	(1.1)	7.3	11.7
North Central	4.3	9.7	14.7
South	(1.2)	5.3	10.8
West	3.3	13.9	18.9
Sales Volume			
Under $400,000	3.0	10.5	14.0
$400,000 to $749,999	(3.6)	6.4	14.9
$750,000 and Over	3.7	7.8	17.4
Lease Versus Own			
Own Land and Building	1.3	7.8	13.8
Lease Land and Building	3.0	8.3	15.7
Lease Land and Own Building	••	13.5	••

••Insufficient data.
••••Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-6
Limited-Menu No Tableservice
Number of Employees*

	Number of Employees Per Restaurant		
	Full-Time	Part-Time (20–35 Hours)	Part-Part-Time (Under 20 Hours)
All Restaurants	5.0	9.0	9.0
Type of Establishment			
Food Only	5.0	9.0	8.0
Food and Beverage	8.0	10.0	10.0
Location			
Urban	5.0	9.0	10.0
Suburban	4.0	10.0	8.0
Rural	10.0	10.0	9.0
Menu Theme			
Seafood	**	**	**
Sandwiches/Hamburgers****	4.0	10.0	10.0
Mexican	6.0	10.0	8.0
Chicken	8.0	9.0	10.0
Region			
Northeast	8.0	8.0	13.0
North Central	3.0	4.0	8.0
South	5.0	8.0	8.0
West	3.0	10.0	10.0
Sales Volume			
Under $400,000	3.0	6.0	7.0
$400,000 to $749,999	4.0	9.0	8.0
$750,000 and Over	8.0	10.0	12.0
Affiliation			
Single Unit—Independent	3.0	4.0	5.0
Multi-Unit—Company Operated	4.0	11.0	14.0
Multi-Unit—Franchisee Operated	8.0	9.0	10.0
Ownership			
Sole Proprietorship	4.0	4.0	5.0
Partnership	5.5	10.0	8.0
Public Corporation	2.0	10.5	8.0
Private Corporation	8.0	9.0	10.0

*All amounts are medians.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-7
Limited-Menu No Tableservice
Cost Per Dollar of Sales*

	Total Cost of Sales	Total Payroll	Prime Cost
All Restaurants	31.3¢	27.2¢	58.3¢
Years in Business			
Under 5 Years	31.6¢	27.7¢	59.2¢
5 to 10 Years	31.0	26.5	57.1
Over 10 Years	30.9	27.0	58.2
Location			
Urban	30.1¢	26.7¢	57.5¢
Suburban	32.0	27.2	59.0
Rural	**	**	**
Menu Theme			
Seafood	**	**	**
Sandwiches/Hamburgers****	31.8¢	33.8¢	65.6¢
Mexican	32.2	27.6	59.7
Chicken	30.7	27.9	58.4
Region			
Northeast	29.0¢	28.4¢	57.9¢
North Central	32.7	23.2	60.5
South	32.3	27.4	59.6
West	24.8	31.2	56.1
Profit Versus Loss			
Net Profit	31.2¢	26.4¢	57.2¢
Net Loss	31.6	31.9	65.0

*All amounts are medians.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-8
Limited-Menu No Tableservice
Statement of Income and Expenses—Amount Per Square Foot

	All Restaurants			Menu Theme*		
	Lower Quartile	Median	Upper Quartile	Sandwiches/ Hamburgers****	Mexican	Chicken
Sales						
Food	$163	$298	$435	$267	$213	$404
Beverage	2	7	18	**	**	**
Total Sales	$161	$289	$433	$271	$213	$404
Gross Profit	$104	$187	$304	$130	$134	$272
Occupation Costs						
Rent	$ 11.18	$ 20.38	$ 30.76	$ 12.98	$ 14.26	$ 30.78
Property Taxes	.71	1.50	3.11	1.73	**	3.89
Other Taxes	.50	1.98	4.2	.78	**	2.07
Property Insurance	1.88	2.35	3.66	2.06	1.97	3.49
Total Occupation Costs	$ 11.65	$ 24.14	$ 36.44	$ 13.72	$ 16.26	$ 36.64

*All amounts are medians, unless otherwise stated.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Location*			Region*				Sales Volume*		
Urban	Suburban	Rural	Northeast	North Central	South	West	Under $400,000	$400,000–$749,999	$750,000 and Over
$310	$297	$159	$358	$280	$336	$262	$122	$264	$431
7	**	**	**	**	**	8	**	**	**
$300	$295	$155	$358	$248	$331	$264	$130	$262	$434
$200	$179	$104	$259	$147	$227	$170	$ 81	$170	$297
$ 22.90	$ 16.23	$ 4.36	$ 35.38	$ 12.21	$ 18.90	$ 17.38	$ 7.83	$ 21.29	$ 27.18
1.54	1.09	1.24	3.27	1.67	1.54	1.05	1.00	1.14	1.85
2.41	1.61	**	**	3.46	2.01	.79	.92	2.79	2.15
2.07	2.68	2.19	1.96	2.21	3.49	2.39	1.68	2.40	2.56
$ 26.18	$ 23.45	$ 8.66	$ 40.49	$ 12.45	$ 25.75	$ 19.49	$ 10.02	$ 24.68	$ 30.50

Exhibit C-9
Limited-Menu No Tableservice
Employee Information*

	Full-Time Equivalent Employees			Amount Per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll
All Restaurants	15.0	22.4	4.0	$40,414	$11,036
Type of Establishment					
Food Only	14.5	23.8	3.7	$42,411	$11,910
Food and Beverage	18.5	15.9	7.5	28,539	7,981
Profit Versus Loss					
Net Profit	15.6	22.8	3.7	$42,169	$11,000
Net Loss	13.6	23.1	4.5	35,354	12,340
Location					
Urban	14.5	20.7	4.1	$40,063	$10,764
Suburban	14.5	25.1	3.9	46,876	12,548
Rural	19.0	21.2	5.2	32,292	8,725
Menu Theme					
Seafood	**	**	**	**	**
Sandwiches/Hamburgers****	16.2	20.0	5.2	29,674	7,981
Mexican	13.7	29.4	4.6	26,797	6,476
Chicken	20.0	30.0	3.9	47,050	13,184
Region					
Northeast	21.1	21.8	4.3	$37,477	$11,378
North Central	10.2	20.6	4.4	37,000	8,435
South	15.0	22.9	3.6	46,876	12,548
West	12.9	23.0	4.0	39,300	10,162
Sales Volume					
Under $400,000	9.5	20.4	4.7	$25,922	$ 7,374
$400,000 to $749,999	13.2	22.2	3.4	45,133	12,040
$750,000 and Over	21.0	27.2	3.8	45,746	12,509
Affiliation					
Single Unit — Independent	8.0	16.7	5.3	$29,629	$ 8,096
Multi-Unit — Company Operated	14.2	23.6	2.8	41,911	11,942
Multi-Unit — Franchisee Operated	20.0	26.2	4.0	45,133	12,852

*All amounts are medians.
**Insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-10
Limited-Menu No Tableservice
Statement of Income and Expenses—All Restaurants*

	All Restaurants					
	Amount Per Seat			Ratio to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$4,042	$7,909	$13,824	100.0%	100.0%	100.0%
Beverage	123	295	828	5.0	11.9	13.5
Total Sales	4,266	7,909	13,824	100.0	100.0	100.0
Cost of Sales						
Food	1,487	3,005	4,704	30.4	32.2	37.0
Beverage	50	96	140	17.4	21.2	46.5
Total Cost of Sales	1,580	3,005	4,589	30.3	31.9	37.0
Gross Profit	2,736	4,973	9,426	63.0	68.1	69.7
Other Income	13	43	131	0.2	0.3	0.8
Total Income	2,736	4,973	9,426	63.1	68.4	70.1
Controllable Expenses						
Payroll	1,238	2,166	3,630	20.0	23.7	27.0
Employee Benefits	66	229	604	1.0	1.8	4.8
Direct Operating Expenses	124	265	551	2.6	5.5	9.4
Music and Entertainment	6	14	66	0.0	0.1	0.2
Advertising and Promotion	100	287	955	2.1	4.0	6.0
Utilities	177	292	502	2.5	3.1	3.9
Administrative and General	83	449	1,198	1.8	3.8	6.5
Repairs and Maintenance	83	168	391	1.0	2.1	2.7
Total Controllable Expenses	1,961	3,752	7,524	39.2	46.4	52.6
Income Before Occupation Costs	692	1,447	2,564	15.1	21.6	27.9
Occupation Costs						
Rent	274	529	990	4.4	6.6	8.7
Property Taxes	23	52	79	0.3	0.6	1.1
Other Taxes	16	43	136	0.3	0.5	1.7
Property Insurance	43	92	176	0.6	1.0	1.3
Total Occupation Costs	309	684	1,245	6.0	8.4	10.9
Income Before Interest and Depreciation	285	849	1,546	6.3	13.2	19.5
Interest	25	88	138	0.2	1.1	2.6
Depreciation	113	305	579	1.9	3.2	4.6
Restaurant Profit	$ 47	$ 506	$ 1,057	3.3%	9.0%	15.5%
Other Deductions	26	53	310	0.2	0.9	3.6
Income Before Income Taxes	$ 47	$ 426	$ 1,023	3.0%	7.9%	15.1%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

Exhibit C-11
Limited-Menu No Tableservice
Statement of Income and Expenses—Amount Per Seat

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$5,556	$10,579	$15,961	$1,901	$3,897	$5,599
Beverage	N/A	N/A	N/A	123	295	828
Total Sales	5,447	10,579	16,399	2,831	4,844	6,673
Cost of Sales						
Food*	2,042	3,308	5,429	857	1,455	1,841
Beverage	N/A	N/A	N/A	50	96	140
Total Cost of Sales	2,057	3,308	5,560	944	1,640	2,009
Gross Profit	3,277	7,360	11,044	1,617	3,243	4,429
Other Income	9	32	167	22	46	99
Total Income	3,277	7,360	11,487	1,943	3,293	4,469
Controllable Expenses						
Payroll	1,493	2,600	4,082	888	1,579	1,776
Employee Benefits	110	360	730	20	41	163
Direct Operating Expenses	127	266	606	113	265	409
Music and Entertainment	7	14	582	0	0	0
Advertising and Promotion	157	574	1,237	29	188	277
Utilities	220	386	557	77	159	228
Administrative and General	127	567	1,327	40	80	233
Repairs and Maintenance	85	272	461	42	114	161
Total Controllable Expense	2,238	5,474	8,563	1,729	2,485	2,970
Income Before Occupation Costs	849	1,618	3,022	491	939	1,609
Occupation Costs						
Rent	314	729	1,176	185	348	498
Property Taxes	20	56	98	24	50	77
Other Taxes	16	75	137	16	20	63
Property Insurance	66	114	239	34	42	88
Total Occupation Costs	356	941	1,399	267	431	591
Income Before Interest and Depreciation	285	1,000	1,879	243	530	1,011
Interest	31	120	206	16	60	105
Depreciation	269	415	619	42	106	227
Restaurant Profit	$ (120)	$ 543	$ 1,191	$ 127	$ 387	$ 938
Other Deductions	**	**	**	27	53	293
Income Before Income Taxes	$ (120)	$ 506	$ 1,119	$ 117	$ 281	$ 899

N/A—Not applicable.
*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

Exhibit C-12
Limited-Menu No Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	87.2%	91.1%	99.4%
Beverage	N/A	N/A	N/A	5.0	11.9	13.5
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	30.3	31.6	36.3	32.3	34.0	37.0
Beverage	N/A	N/A	N/A	17.4	21.2	46.5
Total Cost of Sales	30.0	31.5	36.3	31.0	33.0	36.9
Gross Profit	63.8	68.5	70.0	63.1	67.0	69.0
Other Income	0.1	0.3	0.5	0.5	0.8	1.9
Total Income	64.5	68.8	70.3	64.4	68.3	71.8
Controllable Expenses						
Payroll	19.9	23.1	26.0	22.6	26.7	29.5
Employee Benefits	1.1	2.0	5.2	0.3	0.7	4.1
Direct Operating Expenses	2.1	5.4	9.8	3.7	5.7	7.0
Music and Entertainment	••	0.1	••	••	••	••
Advertising and Promotion	2.2	4.3	6.4	1.1	3.2	4.5
Utilities	2.5	3.2	3.9	2.3	3.0	3.8
Administrative and General	1.9	4.3	6.5	1.1	2.3	4.1
Repairs and Maintenance	0.9	2.0	2.7	1.3	2.2	2.7
Total Controllable Expenses	38.7	47.4	53.1	41.7	44.0	48.3
Income Before Occupation Costs	14.9	21.2	26.9	17.8	24.8	28.8
Occupation Costs						
Rent	4.1	6.8	9.3	5.4	6.4	7.4
Property Taxes	0.3	0.6	1.0	0.4	0.9	1.3
Other Taxes	0.2	0.6	1.7	0.3	0.5	1.8
Property Insurance	0.5	1.0	1.3	0.6	0.9	1.5
Total Occupation Costs	5.7	8.4	11.3	7.2	8.1	9.0
Income Before Interest and Depreciation	5.4	12.5	19.7	8.7	15.0	13.5
Interest	0.1	1.3	2.7	0.4	1.1	2.2
Depreciation	2.1	3.2	4.6	1.0	2.9	5.0
Restaurant Profit	2.6%	8.0%	15.7%	3.9%	10.8%	15.4%
Other Deductions	0.1	0.8	4.0	0.7	0.9	1.5
Income Before Income Taxes	1.8%	7.8%	15.5%	3.3%	8.8%	14.7%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.
N/A—Not applicable.

Exhibit C-13

Limited-Menu No Tableservice

Statement of Income and Expenses—Amount Per Seat

	Years In Business								
	Under 5 Years			5 to 10 Years			Over 10 Years		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$4,312	$9,125	$13,824	$4,989	$11,667	$24,019	$3,276	$4,937	$7,429
Beverage	••	••	••	••	••	••	••	527	••
Total Sales	5,597	9,125	13,300	5,720	10,579	20,754	3,698	5,033	7,913
Cost of Sales									
Food	1,881	3,367	4,704	1,688	3,308	7,598	944	1,787	2,929
Beverage	••	••	••	••	••	••	••	••	••
Total Cost of Sales	1,986	3,428	4,589	1,870	3,276	6,288	1,079	1,961	2,983
Gross Profit	3,026	6,152	9,101	3,790	7,511	15,105	2,166	3,256	4,980
Other Income	3	57	167	10	36	50	0	71	0
Total Income	3,042	6,152	9,101	3,836	7,511	15,116	2,357	3,309	4,980
Controllable Expenses									
Payroll	1,097	2,344	3,524	1,589	2,532	6,154	1,122	1,480	2,382
Employee Benefits	106	280	604	84	350	997	26	73	169
Direct Operating Expenses	160	265	569	207	363	847	86	124	396
Music and Entertainment	••	••	••	••	11	••	••	••	••
Advertising and Promotion	159	327	954	214	575	2,073	44	156	345
Utilities	169	349	491	181	362	768	124	204	308
Administrative and General	118	573	1,289	127	449	1,509	40	94	478
Repairs and Maintenance	45	236	391	117	245	497	70	123	174
Total Controllable Expenses	2,116	5,091	7,494	2,558	5,652	13,286	1,550	2,312	3,387
Income Before Occupation Costs	608	1,198	2,069	878	1,904	3,843	609	1,251	1,943
Occupation Costs									
Rent	285	716	1,146	377	536	1,124	192	334	579
Property Taxes	11	33	55	22	68	110	28	56	95
Other Taxes	14	53	120	12	62	158	16	35	201
Property Insurance	55	100	176	43	92	309	36	53	110
Total Occupation Costs	281	814	1,311	467	716	1,522	243	431	949
Income Before Interest and Depreciation	163	621	1,226	419	1,052	2,640	298	978	1,303
Interest	56	85	138	••	84	••	25	94	129
Depreciation	237	417	620	83	405	641	52	136	233
Restaurant Profit	$ (873)	$ 208	$ 580	$ 279	$ 973	$ 2,146	$ 148	$ 547	$1,101
Other Deductions	••	36	••	••	••	••	••	••	••
Income Before Income Taxes	$ (873)	$ 208	$ 571	$ 279	$ 934	$ 2,146	$ 137	$ 432	$1,099

••Insufficient data.

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$3,182	$5,607	$13,787	$4,693	$11,205	$17,387	**	**	**
243	691	830	**	**	**	**	**	**
3,943	6,210	12,315	5,347	11,205	17,387	**	$5,127	**
1,398	1,957	4,704	1,535	3,490	5,560	**	**	**
83	131	141	**	**	**	**	**	**
1,463	2,042	4,536	1,849	3,552	5,560	**	2,026	**
2,250	4,167	7,769	3,211	7,556	12,108	**	3,341	**
22	41	71	3	80	786	**	**	**
2,250	4,270	7,769	3,229	7,556	12,143	**	3,448	**
967	1,663	3,398	1,515	2,896	4,129	**	1,443	**
25	147	427	101	508	833	**	**	**
196	327	706	96	265	569	**	**	**
**	**	**	**	11	**	**	**	**
68	267	493	164	932	1,736	**	118	**
153	197	435	240	409	579	**	214	**
59	228	952	164	919	1,582	**	**	**
52	128	254	157	294	461	**	85	**
1,742	2,844	6,286	2,546	6,251	9,128	**	2,139	**
517	1,251	1,957	708	1,725	3,024	**	1,309	**
243	459	895	343	800	1,185	**	**	**
18	47	70	30	74	110	**	**	**
15	21	93	17	81	169	**	**	**
35	67	117	62	128	239	**	**	**
261	503	907	471	1,003	1,474	**	274	**
237	584	1,170	88	906	1,749	**	1,034	**
26	77	135	11	69	179	**	**	**
91	228	419	212	386	603	**	**	**
$ (76)	$ 360	$ 989	$ (77)	$ 553	$ 1,101	**	$ 547	**
**	53	**	**	87	**	**	**	**
$ (76)	$ 360	$ 941	$ (77)	$ 426	$ 1,023	**	$ 389	**

Exhibit C-14
Limited-Menu No Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Years In Business								
	Under 5 Years			5 to 10 Years			Over 10 Years		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	96.7%	100.0%	100.0%
Beverage	••	••	••	••	••	••	••	12.8	••
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	30.6	32.1	36.9	30.1	31.9	35.2	29.7	33.0	38.1
Beverage	••	••	••	••	••	••	••	••	••
Total Cost of Sales	30.5	31.9	36.9	30.1	32.0	35.2	29.1	31.5	38.1
Gross Profit	63.1	68.1	69.5	64.8	68.0	69.9	62.0	68.5	70.9
Other Income	0.2	0.3	0.8	0.2	0.4	0.8	0.1	0.3	1.7
Total Income	63.1	68.4	69.6	65.1	68.3	69.9	62.4	69.4	71.3
Controllable Expenses									
Payroll	20.7	24.3	27.1	19.1	21.7	25.9	19.9	23.5	27.9
Employee Benefits	1.2	2.9	5.4	0.7	1.7	5.1	0.6	1.3	3.9
Direct Operating Expenses	3.5	6.1	10.5	2.4	5.6	9.2	2.6	4.4	6.5
Music and Entertainment	0.1	0.1	0.1	0.0	0.1	0.1	••	0.3	••
Advertising and Promotion	2.4	4.5	6.4	1.8	4.4	6.9	1.6	3.3	4.5
Utilities	2.5	3.3	4.0	2.3	2.8	3.3	2.7	3.3	4.2
Administrative and General	2.3	4.6	6.6	1.0	2.5	6.3	1.8	4.6	6.6
Repairs and Maintenance	0.6	2.0	2.9	1.1	2.2	2.5	1.5	2.1	2.8
Total Controllable Expenses	43.1	48.8	56.6	36.0	44.3	51.6	38.3	43.1	48.6
Income Before Occupation Costs	11.3	17.3	24.1	16.9	23.0	32.2	20.0	23.9	28.4
Occupation Costs									
Rent	6.3	8.2	11.9	3.5	4.6	6.9	3.2	5.6	7.1
Property Taxes	0.3	0.4	1.0	0.2	0.5	1.0	0.5	0.9	1.2
Other Taxes	0.2	0.5	0.9	0.2	0.5	1.5	0.3	1.6	2.0
Property Insurance	0.6	1.0	1.3	0.5	0.9	1.3	0.5	0.9	1.3
Total Occupation Costs	7.6	9.7	14.0	4.7	6.4	8.6	5.6	7.6	9.0
Income Before Interest and Depreciation	(1.1)	8.5	16.5	9.5	15.8	22.1	11.5	17.0	20.0
Interest	0.4	1.4	2.6	••	0.3	1.3	0.2	0.8	4.0
Depreciation	2.9	4.1	5.7	1.4	2.1	3.2	1.0	2.5	3.4
Restaurant Profit	(4.8)%	3.9%	10.4%	7.0%	13.2%	20.1%	6.5%	13.3%	16.1%
Other Deductions	0.6	0.9	2.4	••	••	••	••	0.5	••
Income Before Income Taxes	(4.8)%	3.8%	9.8%	7.0%	13.2%	18.9%	4.9%	13.3%	16.0%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
••Insufficient data.

Location								
Urban			Suburban			Rural		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	••%	100.0%	••%
6.1	12.2	13.5	••	••	••	••	••	••
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
29.9	31.6	36.8	30.9	32.5	38.2	••	••	••
17.2	19.2	38.0	••	••	••	••	••	••
29.5	31.2	36.0	30.9	32.3	38.2	••	32.5	••
64.0	68.8	70.5	61.8	67.7	69.1	••	67.6	••
0.3	0.3	0.7	0.1	0.2	1.9	••	••	••
64.6	69.0	70.9	62.9	67.7	69.4	••	68.0	••
19.6	23.8	27.3	20.2	23.2	26.2	••	25.3	••
0.7	1.6	4.4	1.0	2.0	5.9	••	••	••
4.8	6.0	10.0	1.2	3.1	8.1	••	3.8	••
••	0.1	••	0.1	0.1	0.4	••	••	••
2.1	4.0	5.1	2.3	5.5	7.3	••	2.6	••
2.3	2.9	3.6	2.7	3.4	4.2	••	3.6	••
2.0	3.8	6.5	1.9	4.3	6.4	••	2.0	••
0.8	1.6	2.7	1.2	2.4	2.9	••	1.7	••
39.3	44.5	50.5	41.4	51.0	56.2	••	42.1	••
17.5	22.9	28.1	13.2	16.0	26.3	••	24.1	••
5.4	7.0	9.5	4.4	6.4	9.7	••	••	••
0.3	0.6	1.1	0.2	0.5	1.0	••	0.8	••
0.2	0.6	1.8	0.3	0.5	1.3	••	••	••
0.5	0.8	1.2	0.8	1.1	1.5	••	1.0	••
6.9	8.5	10.9	5.6	7.7	12.1	••	5.5	••
7.4	14.1	19.6	1.8	9.5	16.8	••	19.2	••
0.1	1.1	1.8	0.3	1.8	2.7	••	3.3	••
2.0	2.9	4.6	2.0	3.2	4.3	••	••	••
3.6%	10.6%	17.1%	(0.9)%	6.3%	15.0%	••%	12.1%	••%
0.2	0.9	1.1	0.2	1.2	4.6	••	••	••
3.3%	10.6%	16.9%	(0.9)%	6.0%	14.1%	••%	12.0%	••%

Exhibit C-15
Limited-Menu No Tableservice
Statement of Income and Expenses—Amount Per Seat

	Affiliation								
	Single Unit Independent			Multi-Unit Company Operated			Multi-Unit Franchise Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$1,755	$3,625	$4,224	$5,193	$6,249	$15,070	$9,647	$13,980	$20,754
Beverage	••	••	••	••	792	••	••	••	••
Total Sales	2,659	4,011	6,261	5,756	7,112	15,070	9,267	13,667	20,339
Cost of Sales									
Food	572	1,296	1,555	1,650	2,704	5,388	3,429	4,312	7,598
Beverage	••	••	••	••	137	••	••	••	••
Total Cost of Sales	926	1,467	2,776	1,817	2,704	5,388	3,236	4,273	6,199
Gross Profit	1,325	2,544	3,277	3,213	5,163	9,619	6,285	9,325	14,142
Other Income	••	32	••	22	41	145	••	••	••
Total Income	1,337	2,544	3,450	3,238	5,271	9,619	6,285	9,325	14,142
Controllable Expenses									
Payroll	656	1,124	2,161	1,490	1,943	3,630	2,402	3,016	4,696
Employee Benefits	47	80	155	25	208	667	312	550	1,060
Direct Operating Expenses	116	199	701	209	363	847	154	238	597
Music and Entertainment	••	••	••	••	••	••	••	••	••
Advertising and Promotion	19	68	250	102	278	575	692	968	1,798
Utilities	130	204	300	153	282	527	389	498	661
Administrative and General	37	79	488	130	341	608	567	1,054	1,595
Repairs and Maintenance	41	75	130	99	178	397	249	401	518
Total Controllable Expenses	1,388	1,756	3,505	2,467	3,486	7,806	5,235	7,506	10,120
Income Before Occupation Costs	222	763	1,309	498	1,499	2,633	1,139	2,343	3,730
Occupation Costs									
Rent	109	252	570	344	476	1,076	610	971	1,427
Property Taxes	13	22	50	54	83	110	••	33	••
Other Taxes	12	21	150	11	24	167	32	92	149
Property Insurance	43	67	103	37	82	174	119	172	316
Total Occupation Costs	233	304	711	471	636	1,432	850	1,217	1,601
Income Before Interest and Depreciation	(80)	453	964	170	758	1,800	633	1,090	2,060
Interest	14	37	107	10	77	185	••	••	••
Depreciation	20	82	286	120	309	483	295	517	630
Restaurant Profit	$ (91)	$ 413	$ 642	$ (457)	$ 513	$ 1,307	$ 175	$ 583	$ 1,774
Other Deductions	••	••	••	••	••	••	••	••	••
Income Before Income Taxes	$ (91)	$ 360	$ 540	$ (457)	$ 197	$ 1,235	$ 175	$ 583	$ 1,774

••Insufficient data.

Sales Volume ($000)								
Under $400			$400-$749			$750 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$2,659	$3,741	$5,472	$5,050	$8,683	$11,667	$5,870	$13,246	$21,022
••	••	••	••	••	••	270	741	836
2,831	4,167	6,296	5,050	8,683	11,667	6,492	13,355	21,111
926	1,499	2,177	2,581	3,178	3,352	1,881	4,146	6,572
••	••	••	••	••	••	59	134	146
1,024	1,606	2,624	1,758	3,163	3,352	2,016	4,240	6,667
1,268	2,520	3,676	3,314	5,854	8,211	4,476	9,124	15,105
••	32	••	••	••	••	23	44	131
1,337	2,560	3,710	3,421	5,854	8,211	4,517	9,124	15,116
641	1,128	1,819	1,493	2,277	3,342	1,699	2,950	6,154
31	79	155	100	321	554	103	360	1,060
94	166	313	124	257	374	206	363	647
••	••	••	••	••	••	••	••	••
21	70	253	161	514	959	286	897	1,617
124	179	299	196	283	491	219	448	659
41	83	233	124	449	567	198	1,174	1,735
41	66	131	124	176	311	153	362	517
1,381	1,756	3,128	2,283	4,443	6,286	2,880	7,018	13,286
305	802	1,200	518	1,250	2,332	1,514	2,194	3,591
109	234	471	310	553	1,052	472	865	1,394
13	28	55	••	65	••	33	58	85
15	28	141	7	12	113	26	86	153
45	67	92	42	92	238	40	158	316
234	321	656	359	684	1,245	495	1,016	1,598
132	453	964	(490)	437	1,486	775	1,331	2,068
17	79	128	••	125	••	19	74	216
29	110	284	181	371	581	224	428	630
$ (97)	$ 343	$ 550	$ (912)	$ 225	$ 1,007	$ 274	$ 944	$ 1,727
••	••	••	••	••	••	17	53	73
$ (97)	$ 343	$ 507	$ (912)	$ 210	$ 1,007	$ 191	$ 869	$ 1,727

Exhibit C-16
Limited-Menu No Tableservice
Statement of Income and Expenses—Ratio to Total Sales*

	Affiliation								
	Single Unit Independent			Multi-Unit Company Operated			Multi-Unit Franchisee Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	96.1%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Beverage	••	6.1	••	11.9	12.7	14.7	••	••	••
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	33.3	37.4	41.0	30.6	31.6	36.8	29.0	31.0	32.5
Beverage	••	••	••	16.9	17.9	22.4	••	••	••
Total Cost of Sales	32.4	37.4	42.8	30.6	31.3	36.8	29.0	31.0	32.5
Gross Profit	57.6	62.6	67.6	63.2	68.7	69.4	67.5	69.0	71.0
Other Income		0.8	••	0.2	0.5	0.8	0.3	0.3	0.4
Total Income	57.2	63.0	68.3	64.6	68.8	69.6	67.5	69.3	71.3
Controllable Expenses									
Payroll	20.0	25.4	30.7	18.5	23.4	27.3	21.4	23.8	25.3
Employee Benefits	1.0	1.6	3.6	0.6	1.1	2.3	2.6	4.8	5.9
Direct Operating Expenses	3.5	5.8	8.8	5.7	8.6	10.3	1.1	3.9	5.2
Music and Entertainment	••	••	••	0.1	0.1	0.1	••	••	••
Advertising and Promotion	0.7	1.5	2.3	2.1	3.0	4.6	4.1	6.1	7.1
Utilities	2.7	4.1	6.1	1.8	2.5	3.2	2.8	3.2	3.8
Administrative and General	1.1	2.2	4.5	1.2	2.2	3.2	6.0	6.5	8.0
Repairs and Maintenance	1.2	1.6	2.8	0.4	1.1	2.3	2.2	2.7	3.0
Total Controllable Expenses	38.4	43.1	49.8	36.3	42.2	48.4	48.9	52.1	54.0
Income Before Occupation Costs	13.4	21.0	24.7	19.5	26.7	33.1	14.9	17.3	21.4
Occupation Costs									
Rent	3.0	6.2	7.4	4.5	6.9	8.4	4.6	7.3	10.7
Property Taxes	0.3	0.6	1.2	0.2	0.4	0.9	0.4	0.7	1.1
Other Taxes	0.2	0.5	1.9	0.2	0.6	2.0	0.2	0.5	0.7
Property Insurance	0.8	1.4	2.5	0.5	0.8	1.1	0.5	1.0	1.3
Total Occupation Costs	4.8	7.5	8.6	6.4	8.6	10.9	6.3	8.7	12.2
Income Before Interest and Depreciation	6.5	13.6	16.9	6.3	18.0	24.1	4.9	9.4	13.2
Interest	0.3	1.3	2.9	0.4	0.9	1.7	••	1.1	••
Depreciation	1.2	3.2	5.2	2.3	3.2	4.6	1.4	2.8	4.2
Restaurant Profit	3.7%	9.0%	13.5%	3.4%	14.5%	20.6%	0.8%	6.2%	10.5%
Other Deductions	••	••	••	0.8	1.0	1.6	••	••	••
Income Before Income Taxes	3.3%	8.6%	13.5%	2.6%	14.2%	19.5%	0.8%	6.2%	10.5%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
••Insufficient data.

Sales Volume ($000)								
Under $400			$400 to $749			$750 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
••	••	••	••	••	••	11.8	12.7	13.7
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
32.9	37.0	40.0	30.6	31.6	37.3	29.0	31.2	32.7
••	••	••	••	••	••	17.1	18.2	23.5
32.1	37.1	41.3	30.5	31.3	37.2	29.1	31.1	32.3
58.7	62.9	67.9	62.8	68.7	69.6	67.7	69.0	70.9
0.1	0.5	1.6	••	0.2	••	0.3	0.3	0.8
59.1	63.0	68.3	62.8	68.8	70.0	68.0	69.3	71.2
19.2	24.4	30.5	20.5	23.5	28.0	20.4	23.6	25.3
0.8	1.3	3.7	1.3	1.6	4.3	0.7	3.1	5.2
3.5	6.0	10.5	1.6	5.7	10.6	1.8	5.1	8.5
••	0.2	••	0.1	0.1	0.1	••	••	••
0.8	1.8	5.4	2.4	4.3	6.2	2.6	4.4	6.7
2.7	3.5	5.7	2.5	3.0	3.9	2.3	2.9	3.4
1.2	2.4	4.9	1.9	3.3	6.1	2.0	6.0	6.6
1.1	1.5	2.4	0.5	1.6	2.6	1.5	2.3	2.8
37.3	42.8	49.8	40.6	45.6	57.2	41.8	48.6	52.8
15.7	21.4	25.3	10.6	22.3	27.6	16.0	21.4	28.7
3.2	6.2	9.5	5.1	8.0	10.0	4.4	6.3	8.2
0.5	0.7	1.2	0.3	0.5	1.0	0.2	0.7	1.1
0.3	0.8	2.1	0.1	0.5	1.8	0.3	0.5	0.8
0.6	1.2	1.9	0.8	1.0	1.3	0.5	0.6	1.2
6.3	7.9	10.9	6.5	9.2	13.3	5.8	7.8	9.5
6.5	13.8	17.2	(2.2)	12.0	19.6	7.5	12.5	19.7
0.4	1.8	3.1	0.8	1.7	3.6	••	0.7	••
1.9	3.6	5.9	2.8	3.9	5.4	1.4	2.4	3.6
3.6%	10.5%	15.1%	(3.6)%	7.9%	14.9%	3.9%	10.1%	18.4%
••	0.9	4.0	••	••	••	0.3	0.9	3.9
3.0%	10.5%	14.0%	(3.6)%	6.4%	14.9%	3.7%	7.8%	17.4%

Exhibit C-17

Limited-Menu No Tableservice

Statement of Income and Expenses—Amount Per Seat

	Menu Theme								
	Sandwiches/Hamburgers****			Mexican			Chicken		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	$3,897	$5,419	$8,256	$**	$ **	**	$11,409	$14,816	$24,019
Beverage	289	691	833	**	**	**	**	**	**
Total Sales	4,181	6,210	9,675	**	11,667	**	11,409	14,816	24,019
Cost of Sales									
Food	1,392	1,883	3,123	**	**	**	3,774	4,387	7,598
Beverage	92	134	146	**	**	**	**	**	**
Total Cost of Sales	1,415	1,998	3,247	**	3,308	**	3,774	4,387	7,598
Gross Profit	2,491	4,167	6,602	**	7,768	**	7,636	10,240	16,421
Other Income	26	50	145	**	**	**	**	**	**
Total Income	2,498	4,270	6,621	**	7,768	**	7,636	10,253	16,421
Controllable Expenses									
Payroll	964	1,589	2,397	**	3,342	**	2,588	3,536	5,404
Employee Benefits	25	105	309	**	**	**	327	589	1,060
Direct Operating Expenses	137	313	573	**	233	**	134	211	575
Music and Entertainment	**	**	**	**	**	**	**	**	**
Advertising and Promotion	53	255	527	**	451	**	864	1,202	2,073
Utilities	137	186	298	**	328	**	417	511	768
Administrative and General	59	126	462	**	**	**	919	1,198	1,735
Repairs and Maintenance	50	125	168	**	270	**	315	421	552
Total Controllable Expenses	1,756	2,673	4,704	**	6,279	**	6,339	7,829	12,537
Income Before Occupation Costs	749	1,460	2,067	**	650	**	1,336	2,498	3,843
Occupation Costs									
Rent	178	368	594	**	**	**	716	1,087	1,471
Property Taxes	24	54	92	**	**	**	**	**	**
Other Taxes	11	20	76	**	**	**	48	105	153
Property Insurance	34	42	109	**	92	**	136	178	329
Total Occupation Costs	253	463	733	**	614	**	964	1,294	1,641
Income Before Interest and Depreciation	453	978	1,363	**	171	**	419	1,192	2,225
Interest	11	74	121	**	**	**	**	**	**
Depreciation	68	192	309	**	340	**	400	545	633
Restaurant Profit	$ 251	$ 535	$1,119	**	$ (160)	**	$ 58	$ 757	$ 1,943
Other Deductions	38	60	310	**	**	**	**	**	**
Income Before Income Taxes	$ 220	$ 468	$1,061	**	$ (160)	**	$ 58	$ 662	$ 1,930

**Insufficient data.

****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza, subs and deli.

Exhibit C-18

Limited-Menu No Tableservice

Statement of Income and Expenses—Ratio to Total Sales*

	Menu Theme								
	Sandwiches/Hamburgers****			Mexican			Chicken		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales									
Food	99.6%	100.0%	100.0%	**	**	**	100.0%	100.0%	100.0%
Beverage	5.1	12.3	13.5	**	**	**	**	**	**
Total Sales	100.0	100.0	100.0	**	**	**	100.0	100.0	100.0
Cost of Sales									
Food	32.2	35.0	39.2	**	**	**	28.9	30.7	32.3
Beverage	17.1	19.0	32.1	**	**	**	**	**	**
Total Cost of Sales	31.4	33.4	39.8	**	36.6%	**	28.9	30.7	32.3
Gross Profit	60.2	66.6	68.7	**	63.4	**	67.7	69.3	71.1
Other Income	0.5	0.7	1.9	**	**	**	0.3	0.3	0.4
Total Income	60.4	67.8	69.7	**	63.4	**	67.7	69.3	71.4
Controllable Expenses									
Payroll	22.7	25.3	28.8	**	28.7	**	21.2	23.6	25.2
Employee Benefits	0.4	1.6	4.0	**	**	**	2.8	5.2	6.1
Direct Operating Expenses	3.7	5.8	6.8	**	2.5	**	1.1	2.0	5.0
Music and Entertainment	**	**	**	**	**	**	**	**	**
Advertising and Promotion	1.3	3.8	5.0	**	4.3	**	4.1	6.4	7.3
Utilities	2.3	3.0	3.9	**	3.9	**	2.9	3.3	3.7
Administrative and General	1.3	2.3	6.4	**	**	**	6.2	6.5	8.5
Repairs and Maintenance	1.1	2.0	2.6	**	2.6	**	2.4	2.7	3.1
Total Controllable Expenses	39.8	44.3	48.6	**	49.5	**	49.2	52.3	54.0
Income Before Occupation Costs	16.1	23.3	28.2	**	13.4	**	14.6	12.2	21.4
Occupation Costs									
Rent	4.6	6.4	7.4	**	**	**	4.6	7.5	10.9
Property Taxes	0.5	0.9	1.1	**	**	**	0.4	0.8	1.1
Other Taxes	0.3	0.5	1.6	**	**	**	0.2	0.5	0.7
Property Insurance	0.6	0.9	1.5	**	1.3	**	0.5	1.0	1.3
Total Occupation Costs	5.6	7.8	8.8	**	8.1	**	6.4	9.1	13.3
Income Before Interest and Depreciation	9.4	15.8	19.5	**	3.9	**	4.8	9.0	12.3
Interest	0.3	1.6	2.6	**	**	**	0.0	0.0	1.4
Depreciation	1.8	3.4	4.9	**	2.9	**	1.2	2.7	4.1
Restaurant Profit	3.8%	10.9%	15.5%	**	(1.8)%	**	0.4%	6.5%	10.4%
Other Deductions	0.7	0.9	3.6	**	**	**	**	**	**
Income Before Income Taxes	3.3%	8.6%	15.1%	**	(1.8)%	**	0.4%	6.5%	10.4%

*All amounts are medians.
**insufficient data.
****Sandwiches/hamburgers includes specialty sandwiches, salad bar, hamburgers, pizza subs and deli.

Exhibit C-19
Limited-Menu No Tableservice
Statement of Income and Expenses—Amount Per Seat

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	••	$5,721	••	••	$5,242	••
Beverage	••	••	••	••	••	••
Total Sales	••	$5,721	••	$2,091	$5,638	$17,897
Cost of Sales						
Food	••	4,305	••	••	••	••
Beverage	••	••	••	••	••	••
Total Cost of Sales	••	4,305	••	668	2,076	5,791
Gross Profit	••	3,224	••	1,424	3,562	12,281
Other Income	••	••	••	••	••	••
Total Income	••	3,224	••	1,424	3,585	12,281
Controllable Expenses						
Payroll	••	2,672	••	416	1,601	6,002
Employee Benefits	••	••	••	••	••	••
Direct Operating Expenses	••	••	••	••	265	••
Music and Entertainment	••	••	••	••	••	••
Advertising and Promotion	••	••	••	16	254	1,008
Utilities	••	415	••	72	197	543
Administrative and General	••	••	••	••	153	••
Repairs and Maintenance	••	249	••	21	105	2,341
Total Controllable Expenses	••	5,765	••	888	2,519	12,095
Income Before Occupation Costs	••	1,861	••	259	878	1,398
Occupation Costs						
Rent	••	868	••	••	373	••
Property Taxes	••	••	••	••	••	••
Other Taxes	••	••	••	••	••	••
Property Insurance	••	138	••	••	••	••
Total Occupation Costs	••	1,123	••	140	352	6,750
Income Before Interest and Depreciation	••	871	••	166	609	976
Interest	••	••	••	••	••	••
Depreciation	••	••	••	••	••	••
Restaurant Profit	••	$ 540	••	$ 103	$ 316	$ 597
Other Deductions	••	••	••	••	••	••
Income Before Income Taxes	••	$ 540	••	$ 103	$ 316	$ 580

••Insufficient data.

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
$9,118	$12,056	$18,283	$3,315	$5,414	$7,948
••	••	••	204	421	831
8,501	11,667	18,007	4,058	6,177	7,948
3,037	3,985	5,846	1,412	1,880	2,983
••	••	••	50	99	140
3,010	3,703	5,604	1,560	2,002	3,121
5,291	8,071	12,403	2,236	4,103	5,440
••	••	••	26	48	135
5,291	8,071	12,403	2,562	4,128	5,549
2,277	2,939	3,921	1,337	1,603	2,295
149	518	883	25	87	203
127	272	569	113	222	407
••	••	••	••	••	••
287	951	1,736	68	232	313
251	448	579	133	187	283
226	806	1,537	54	94	218
106	299	448	94	131	179
3,921	6,416	8,983	1,961	2,582	3,399
840	1,809	3,024	636	1,311	1,943
390	801	1,176	279	402	579
14	43	110	35	58	92
22	80	153	12	21	58
74	128	239	37	58	105
350	990	1,324	334	500	727
88	1,032	1,912	249	683	1,204
••	84	••	29	79	133
338	506	622	52	170	313
$ 77	$ 543	$ 1,216	$ 117	$ 509	$1,089
••	••	••	38	60	304
$ 77	$ 471	$ 1,154	$ 117	$ 387	$1,076

Exhibit C-20

Limited-Menu No Tableservice

Statement of Income and Expenses—Ratio to Total Sales*

	Region					
	Northeast			North Central		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Beverage	••	••	••	••	••	••
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales						
Food	28.6	29.5	35.0	31.6	38.2	41.7
Beverage	••	••	••	••	••	••
Total Cost of Sales	28.6	29.5	35.0	29.1	31.6	40.0
Gross Profit	65.1	70.5	71.4	60.0	68.4	70.9
Other Income	0.3	0.3	0.4	0.1	0.1	1.5
Total Income	67.5	70.9	71.7	60.0	68.4	70.9
Controllable Expenses						
Payroll	22.9	24.0	26.7	18.2	19.9	26.2
Employee Benefits	2.2	4.5	5.2	0.8	1.2	3.4
Direct Operating Expenses	4.8	5.0	8.5	4.4	7.4	11.1
Music and Entertainment	••	••	••	••	••	••
Advertising and Promotion	1.3	3.9	5.1	1.0	5.2	5.6
Utilities	2.8	3.3	3.9	2.8	3.5	5.3
Administrative and General	3.7	6.5	6.6	2.0	4.4	4.6
Repairs and Maintenance	2.1	2.6	3.0	1.1	1.6	2.5
Total Controllable Expenses	45.6	50.1	55.6	37.4	44.5	51.1
Income Before Occupation Costs	14.0	20.4	22.2	16.7	21.7	27.4
Occupation Costs						
Rent	6.9	8.8	13.0	3.2	4.8	7.6
Property Taxes	0.5	1.0	1.2	0.5	0.8	1.3
Other Taxes	••	••	••	0.6	1.9	2.2
Property Insurance	0.5	0.7	1.1	0.9	1.2	1.6
Total Occupation Costs	8.4	11.0	15.2	4.7	7.2	8.8
Income Before Interest and Depreciation	2.7	10.1	14.6	9.1	15.5	18.0
Interest	••	••	1.6	••	2.5	••
Depreciation	1.1	1.9	3.5	2.6	3.2	4.7
Restaurant Profit	(1.1)%	7.3%	12.2%	4.4%	9.7%	14.8%
Other Deductions	••	••	••	••	••	••
Income Before Income Taxes	(1.1)%	7.3%	11.7%	4.3%	9.7%	14.7%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Region					
South			West		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
••	••	••	5.0	11.9	12.8
100.0	100.0	100.0	100.0	100.0	100.0
31.0	32.3	33.9	30.7	32.9	37.7
••	••	••	17.3	19.3	33.7
31.1	32.3	34.7	30.7	32.1	37.7
65.3	67.7	68.9	62.3	67.9	69.3
••	0.2	••	0.5	0.7	1.8
65.3	67.9	69.0	62.7	68.4	69.5
20.8	23.9	25.9	18.8	23.8	28.3
1.8	4.2	6.2	0.6	1.1	1.9
1.1	2.0	4.5	4.4	7.9	10.5
••	0.2	••	0.1	0.1	0.1
4.2	6.9	10.2	1.7	2.9	4.5
3.2	3.4	4.2	1.8	2.5	3.3
3.9	6.1	10.3	1.2	2.2	3.1
1.5	2.4	3.0	0.4	1.2	2.3
46.4	51.9	53.9	36.6	41.8	46.9
12.4	15.7	21.0	25.5	25.2	52.5
4.1	6.1	7.5	4.6	6.8	8.4
0.3	0.6	0.9	0.2	0.4	1.0
0.2	0.5	0.8	0.2	0.5	0.9
0.8	1.2	1.5	0.5	0.7	1.1
5.8	7.3	8.6	5.9	8.6	10.8
0.7	9.0	14.5	9.4	17.3	22.8
••	1.7	••	0.5	1.1	2.9
2.1	3.4	5.1	2.0	3.5	5.0
(1.2)%	5.3%	10.9%	4.0%	13.9%	20.1%
••	••	••	0.8	1.0	2.2
(1.2)%	5.3%	10.8%	3.3%	13.9%	18.9%

SECTION D—CAFETERIAS

Three-fourths of all cafeteria respondents serve food only and had a sales volume under $750,000. The median number of full-time equivalent employees in 1988 was 13.8. Total sales per employee were $38,499, while total payroll expenditures per employee were $12,357. Total sales per seat in 1988 were $2,848. The median restaurant profit was $170 per seat or 10.6 percent of sales. The median for payroll expenditures per seat at food only cafeterias was $1,172 compared with $1,067 at cafeterias serving both food and beverages. The median occupation cost per square foot was $36.34 in 1988 and median gross profit per square foot was $106.

Highlights
• The median average check was $4.50 and daily seat turnover was 2.3.
• Median total sales were $161 square foot-or $2,848 as an amount per seat.
• Median restaurant profit was 10.6 percent in 1988.
• The median total cost of sales was $1,147 per seat, or 33.3 percent of total sales.

Characteristics
• The ratio of establishments with a sales volume of less than $750,000 to those with $750,000 and above is approximately 75 percent to 25 percent.
• More than 24 percent offer both food and beverage.
• The cafeterias category has a median of 7.0 full-time employees.

Exhibit D-1
Composition of Participating Cafeteria—Full-Menu Restaurants
Number of Respondents: 88

	Percentage of Respondents
Type of Establishment:	
Food Only	75.9%
Food and Beverage	24.1
Sales Volume	
Under $750,000	73.9%
$750,000 and Over	26.1

Exhibit D-2
Cafeteria—Full-Menu
Average Check

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	$2.98	$4.50	$4.56
Type of Establishment			
Food Only	$2.94	$4.49	$4.51
Food and Beverage	3.28	4.71	5.84
Sales Volume			
Under $750,000	$3.10	$4.50	$4.52
$750,000 and Over	2.71	4.50	5.80

Exhibit D-3
Cafeteria—Full-Menu
Average Daily Seat Turnover

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	1.0	2.3	3.8
Type of Establishment			
Food Only	1.0	2.7	3.9
Food and Beverage	1.1	1.4	3.2
Sales Volume			
Under $750,000	0.8	2.3	3.6
$750,000 and Over	1.3	2.6	4.8

Exhibit D-4
Caferteria—Full-Menu
Earnings Ratio

	Total		
	Lower Quartile	Median	Upper Quartile
All Restaurants	2.8%	9.4%	23.3%
Type of Establishment			
Food Only	3.2	9.4	23.6
Food and Beverage	0.9	10.6	22.0
Sales Volume			
Under $750,000	3.2%	12.0%	22.2%
$750,000 and Over	2.3	6.1	26.0

Exhibit D-5
Cafeteria—Full-Menu
Cost Per Dollar of Sales*

	Total Cost of Sales	Total Payroll	Prime Cost
All Restaurants	35.0¢	27.7¢	61.5¢
Type of Establishment			
Food Only	32.9¢	27.6¢	61.5¢
Food and Beverage	**	**	**
Sales Volume			
Under $750,000	32.8¢	28.2¢	61.1¢
$750,000 and Over	33.3	25.2	67.8

*All amounts are medians.
**Insufficient data.

Exhibit D-6
Cafeteria—Full-Menu
Number of Employees*

	Number of Employees Per Restaurant		
	Full-Time	Part-Time (20–35 Hours)	Part-Part-Time (Under 20 Hours)
All Restaurants	7.0	5.0	5.0
Type of Establishment			
Food Only	6.0	5.0	5.0
Food and Beverage	14.0	10.0	5.0
Sales Volume			
Under $750,000	5.0	4.0	4.0
$750,000 and Over	20.0	14.0	6.0

*All amounts are medians.

Exhibit D-7
Cafeteria—Full-Menu
Employee Information*

	Full-Time Equivalent Employees			Amount Per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll
All Restaurants	13.8	8.3	3.4	$38,499	$12,357
Type of Establishment					
Food Only	12.2	8.6	3.3	$41,411	$12,357
Food and Beverage	22.9	7.6	3.9	35,597	12,352
Sales Volume					
Under $750,000	11.0	7.2	3.3	$43,536	$12,143
$750,000 and Over	41.4	10.1	4.1	35,912	13,164

*All amounts are medians.

Exhibit D-8

Cafeteria—Full-Menu

Statement of Income and Expenses—Amount Per Square Foot*

	All Restaurants			Sales Volume*	
	Lower Quartile	Median	Upper Quartile	Under $750,000	$750,000 and Over
Total Sales	$81	$161	$469	$160	$171
Gross Profit	51	106	345	112	76
Occupation Costs					
Rent	$12.66	$ 37.78	$ 63.27	$ 35.68	$ 43.05
Property Taxes	.49	1.67	3.43	1.64	1.76
Other Taxes	.65	1.58	3.53	1.28	2.18
Property Insurance	1.25	3.36	5.84	3.08	4.08
Total Occupation Costs	$ 8.12	$ 36.34	$ 72.98	$ 33.14	$ 40.21

*All amounts are medians, unless otherwise stated.

Exhibit D-9
Cafeteria—Full-Menu
Statement of Income and Expenses—All Restaurants*

	All Restaurants					
	Amount Per Seat			Ratio to Total Sales*		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,358	$2,520	$6,203	100.0%	100.0%	100.0%
Beverage	74	223	435	4.9	16.2	22.7
Total Sales	1,589	2,848	6,252	100.0	100.0	100.0
Cost of Sales						
Food	454	1,025	1,683	26.8	33.8	38.6
Beverage	17	37	84	19.4	21.8	36.0
Total Cost of Sales	566	1,147	1,685	25.9	33.3	38.2
Gross Profit	964	1,643	4,490	61.8	66.7	74.1
Other Income	11	24	53	0.3	0.9	2.0
Total Income	994	1,651	4,490	62.1	66.8	74.1
Controllable Expenses						
Payroll	635	1,132	2,009	18.8	24.3	29.9
Employee Benefits	122	259	467	3.8	4.7	5.9
Direct Operating Expenses	74	143	273	1.4	2.2	5.1
Music and Entertainment	1	3	17	**	0.2	**
Advertising and Promotion	33	59	100	0.6	1.0	1.0
Utilities	72	194	336	1.9	2.8	4.1
Administrative and General	40	99	227	0.8	1.4	2.8
Repairs and Maintenance	19	75	131	0.9	1.4	2.1
Total Controllable Expenses	1,159	1,802	2,963	32.3	37.3	48.6
Income Before Occupation Costs	359	906	2,445	17.0	28.9	40.9
Occupation Costs						
Rent	136	649	1,216	7.9	10.4	13.8
Property Taxes	12	37	60	0.3	0.5	1.0
Other Taxes	13	29	81	0.4	0.8	1.3
Property Insurance	21	78	110	0.8	1.0	1.3
Total Occupation Costs	121	440	1,245	7.1	12.3	15.2
Income Before Interest and Depreciation	136	294	1,259	6.4	16.4	26.6
Interest	7	75	191	0.5	0.9	4.7
Depreciation	46	119	469	1.0	3.1	5.7
Restaurant Profit	$ 58	$ 170	$ 836	3.0%	10.6%	23.6%
Other Deductions	0	0	0	**	**	**
Income Before Income Taxes	$ 28	$ 170	$ 836	2.8%	9.4%	23.3%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Exhibit D-10

Cafeteria—Full-Menu

Statement of Income and Expenses—Amount Per Seat

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$2,182	$3,586	$6,613	$ 746	$1,484	$2,338
Beverage	N/A	N/A	N/A	74	223	435
Total Sales	2,096	3,586	8,006	1,496	2,027	3,933
Cost of Sales						
Food	866	1,340	2,558	239	392	935
Beverage	N/A	N/A	N/A	17	37	84
Total Cost of Sales	842	1,340	2,761	367	931	1,147
Gross Profit	1,017	1,698	5,448	890	1,529	2,629
Other Income	9	22	62	16	36	52
Total Income	1,056	1,734	5,448	890	1,582	2,679
Controllable Expenses						
Payroll	635	1,172	2,218	423	1,067	1,239
Employee Benefits	152	293	467	••	160	••
Direct Operating Expenses	83	143	349	••	135	••
Music and Entertainment	••	••	••	••	••	••
Advertising and Promotion	33	61	115	••	39	••
Utilities	72	201	336	••	125	••
Administrative and General	46	99	248	29	102	210
Repairs and Maintenance	20	95	131	6	34	141
Total Controllable Expenses	1,159	1,802	3,686	657	1,773	2,320
Income Before Occupation Costs	401	1,047	2,621	259	615	1,810
Occupation Costs						
Rent	102	521	1,338	••	••	••
Property Taxes	13	46	73	••	21	••
Other Taxes	8	31	118	••	••	••
Property Insurance	20	78	110	••	••	••
Total Occupation Costs	155	456	1,402	30	396	951
Income Before Interest and Depreciation	166	365	1,634	100	206	1,081
Interest	11	99	191	••	••	••
Depreciation	72	214	543	••	70	••
Restaurant Profit	$ 58	$ 170	$ 836	$ 24	$ 146	$1,037
Other Deductions	0	0	0	0	0	0
Income Before Income Taxes	$ 28	$ 170	$ 836	$ 24	$ 146	$1,037

N/A—Not applicable.
••Insufficient data.

Exhibit D-11
Cafeteria—Full-Menu
Statement of Income and Expenses—Ratio to Total Sales*

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	77.3%	86.7%	99.6%
Beverage	N/A	N/A	N/A	4.9	16.2	22.7
Total Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Cost of Sales						
Food	27.3	33.8	39.1	24.2	32.8	40.8
Beverage	N/A	N/A	N/A	19.4	21.8	36.0
Total Cost of Sales	26.1	33.3	38.5	23.6	26.8	37.9
Gross Profit	61.5	66.7	73.9	62.1	73.2	76.4
Other Income	0.3	0.4	2.0	0.7	1.2	1.9
Total Income	61.6	66.8	73.9	62.2	73.2	76.8
Controllable Expenses						
Payroll	18.5	23.9	27.6	20.3	29.7	30.6
Employee Benefits	4.0	4.7	5.6	**	4.0	**
Direct Operating Expenses	1.2	2.1	4.0	**	3.2	**
Music and Entertainment	**	0.1	**	**	**	**
Advertising and Promotion	0.5	1.0	1.0	**	1.0	**
Utilities	1.9	2.7	3.8	**	4.1	**
Administrative and General	0.7	1.0	2.0	1.1	3.3	4.8
Repairs and Maintenance	1.0	1.4	2.2	0.5	1.1	1.9
Total Controllable Expenses	31.9	36.3	45.7	38.1	47.3	51.2
Income Before Occupation Costs	17.0	30.1	42.0	13.0	24.3	31.9
Occupation Costs						
Rent	7.7	10.4	13.9	**	**	**
Property Taxes	0.3	0.5	1.2	**	**	**
Other Taxes	0.2	0.8	1.3	**	0.6	**
Property Insurance	0.8	1.0	1.3	**	**	**
Total Occupation Costs	8.7	12.4	15.5	**	**	**
Interest Before Interest and Depreciation	7.5	16.4	28.9	2.7	9.7	13.3
Interest	0.6	1.0	4.7	4.2	12.9	23.1
Depreciation	0.5	3.4	5.7	**	**	**
Restaurant Profit	3.9%	10.6%	25.1%	**	**	**
Other Deductions	**	**	**	**	**	**
Income Before Income Taxes	3.2%	9.4%	23.6%	0.9%	10.6%	22.0%

N/A—Not applicable.
*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

Exhibit D-12
Cafeteria—Full-Menu
Statement of Income and Expenses—Amount Per Seat

	Sales Volume ($000)					
	Under $750			$750 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	$1,333	$2,250	$4,679	$1,432	$2,571	$8,454
Beverage	••	••	••	••	247	••
Total Sales	1,455	2,681	4,561	1,610	3,068	9,702
Cost of Sales						
Food	736	1,166	1,574	402	945	2,861
Beverage	••	••	••	••	47	••
Total Cost of Sales	763	1,128	1,576	492	1,147	2,850
Gross Profit	821	1,628	3,283	1,210	1,643	7,039
Other Income	7	16	32	16	48	65
Total Income	838	1,636	3,283	1,237	1,651	7,050
Controllable Expenses						
Payroll	386	967	1,263	954	2,195	2,878
Employee Benefits	38	138	309	209	391	738
Direct Operating Expenses	63	97	151	152	228	391
Music and Entertainment	••	••	••	••	••	••
Advertising and Promotion	24	47	66	35	87	119
Utilities	48	100	320	125	270	390
Administrative and General	22	104	230	68	94	201
Repairs and Maintenance	14	32	111	30	124	214
Total Controllable Expenses	658	1,595	2,212	1,577	3,454	4,736
Income Before Occupation Costs	277	677	1,504	359	1,884	4,969
Occupation Costs						
Rent	102	421	1,155	148	802	1,934
Property Taxes	11	29	59	15	43	86
Other Taxes	14	22	50	••	47	••
Property Insurance	6	31	109	49	87	207
Total Occupation Costs	74	260	975	180	721	1,483
Income Before Interest and Depreciation	73	178	632	219	1,310	3,377
Interest	••	••	••	••	••	••
Depreciation	17	73	509	117	216	469
Restaurant Profit	$ (129)	$ 106	$ 365	$ 173	$ 711	$2,278
Other Deductions	••	••	••	••	••	••
Income Before Income Taxes	$ (137)	$ 97	$ 365	$ 173	$ 681	$2,278

••Insufficient data.

Exhibit D-13

Cafeteria—Full-Menu

Statement of Income and Expenses—Ratio to Total Sales*

	Sales Volume ($000)					
	Under $750			$750 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Sales						
Food	100.0%	100.0%	100.0%	90.7%	100.0%	100.0%
Beverage	••	••	••	••	16.2	••
Total Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Cost of Sales						
Food	27.7	33.8	38.5	24.9	36.1	43.7
Beverage	••	••	••	••	21.1	••
Total Cost of Sales	26.5	33.2	38.1	24.8	33.3	41.7
Gross Profit	61.9	66.8	73.5	58.3	66.7	75.2
Other Income	0.3	0.5	1.6	0.4	1.4	2.9
Total Income	62.4	66.9	73.5	60.7	66.7	75.2
Controllable Expenses						
Payroll	19.8	24.3	29.1	17.0	23.3	34.4
Employee Benefits	3.8	4.7	5.6	3.7	5.4	7.1
Direct Operating Expenses	1.2	2.1	3.4	1.4	3.3	7.6
Music and Entertainment	••	0.1	••	••	••	••
Advertising and Promotion	0.5	1.0	1.0	0.7	1.0	1.8
Utilities	1.4	2.6	4.6	2.4	3.1	3.8
Administrative and General	0.7	1.0	3.6	1.0	1.5	2.8
Repairs and Maintenance	0.8	1.4	2.3	1.0	1.3	1.8
Total Controllable Expenses	32.7	36.9	45.5	30.1	41.4	52.7
Income Before Occupation Costs	23.2	29.2	40.0	9.4	15.4	43.8
Occupation Costs						
Rent	8.8	10.6	13.9	4.0	8.2	13.1
Property Taxes	0.3	0.6	1.0	0.2	0.5	1.3
Other Taxes	0.4	0.8	1.5	0.1	0.5	1.2
Property Insurance	0.8	1.0	1.3	0.7	1.1	1.3
Total Occupation Costs	9.8	12.6	15.7	1.3	7.1	13.7
Income Before Interest and Depreciation	7.5	16.9	24.9	4.9	9.3	30.1
Interest	0.5	0.9	4.6	0.0	0.0	0.0
Depreciation	0.5	2.9	5.8	1.4	3.4	5.0
Restaurant Profit	3.9	13.6	23.2	2.3	6.3	26.0
Other Deductions	0.0	0.0	0.0	0.0	0.0	0.0
Income Before Income Taxes	3.2%	12.0%	22.2%	2.3%	6.1%	26.0%

*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.
**Insufficient data.

EXPLANATION OF TERMS*

Food sales

This category includes revenue derived from the sale of food in the restaurant. Food sales also include the sale of coffee, tea, milk and fruit juices, which usually are served as part of a meal. If there is no service of liquor, beer or wines, the soft drink sales also would be included in this category.

Beverage sales

This category includes revenue from the sale of wine, spirits, liqueurs, beer, ale and soft drinks. These sales do not include coffee, tea, milk or fruit juices, which normally are served with meals and, therefore, are considered food.

Prime cost

Prime cost is the total of the following: cost of food sold, cost of beverage sold and the associated payroll costs and employee benefit expenses.

Payroll

This category includes the regular salaries and wages, extra wages, overtime, vacation pay and any commission or bonus payments made to employees. The entire restaurant payroll generally is included under this category.

Employee benefits

This category includes Federal Retirement (Social Security) Tax (FICA), Federal and State Unemployment Taxes and State Health Insurance Tax. Other items considered benefits are Workmen's Compensation Insurance Premiums, Welfare Plan Payments, Pension Plan Payments, Accident and Health Insurance Premiums and Hospitalization, Blue Cross, Blue Shield and Group Insurance Premiums. Also listed under employee benefits are education expenses, Christmas parties, employee sports activities, credit union, awards and prizes, and transportation and housing.

Earnings ratio

The earnings ratio is calculated by dividing an operation's income or loss before income tax by its total sales.

Productivity index

The productivity index is calculated by dividing a restaurant's total sales by its total payroll.

Direct operating expenses

Expenses directly involved in providing service to the customer, such as uniforms, laundry, linen, china, and cleaning and paper supplies are considered operating expenses. Also included are utensils, kitchen fuel, menus and drink lists, flowers and decorations, contract cleaning, auto or truck expense, parking, and licenses and permits.

Advertising and promotion

This group of expenses includes selling and promotion expenses, such as direct mail and entertainment costs in promotion of business (including gratis meals to customers). Also, the cost of advertising through newspapers, magazines or trade journals; outdoor signs and radio and television are included. Public relations and publicity (including fees and commissions to advertising or promotional agencies) and franchising fees and royalties are found in this category.

Utilities

This section is comprised of the cost of all fuel except that charged to direct operating expenses in the account "kitchen fuel." Water, ice and refrigeration supplies and the removal of waste are also included. The cost of oils, boiler compound, fuses, grease and other supplies plus any small tools used in the operation or maintenance of the mechanical and electrical equipment should also be charged to this account.

Administrative and general

This group of expenses is commonly considered "overhead," and includes items that are necessary to the operation of the business rather than those connected directly with the service and comfort of the customer. This account should be charged with the cost of all printed matter not devoted to advertising and promotion, such as accounting forms, account books, restaurant checks, office supplies, cash register and other checking supplies, letterheads, bills and envelopes. All postage, except amounts applicable to advertising should be charged here. The cost of telephone equipment rental, local and long distance calls and telegrams should be charged to this account with the exception of calls chargeable to marketing. Other items charged to this account are management fees, data processing costs, dues and subscriptions and insurance costs (other than those included as employee benefits or fire and extended coverage on the premises and contents). Commission on credit card charges, collection fees, cash shortages, professional dues and protective services are also considered A & G expenses.

Repairs and maintenance

The following items are repairs and maintenance expenses: painting and decorating; plastering; upholstering; mending curtains; and maintenance contracts on elevators, signs and office machinery. Repairs to dining room furniture, refrigeration, air conditioning, buildings, floors, plumbing and heating are charged to this category as well. Repairs to dishwashing and sanitation equipment, kitchen equipment and office equipment are also included here.

Occupation costs

These expenses, together with interest and depreciation charges, are the costs of readying the premises for operations. These are sometimes called "fixed charges" since they usually are determined by the financial setup of the restaurant and not by the trend of its business. Rent, taxes and property insurance are occupation costs.

*The definitions and examples have been taken from *Uniform System of Accounts for Restaurants*, 1983 revised edition.

ANALYZE YOUR OPERATION

A periodic analysis of your restaurant's financial performance may provide some early warning signs of potential problems. Food costs or payroll may be inching up month by month. Some controllable expenses could be increasing while others are decreasing.

Day-to-day changes in your costs may be small and could go unnoticed. However, examination on a regular basis could uncover undesirable trends, allowing you to take corrective action and control situations that could lead to a crisis. That is the key to effective management.

To help you toward better management, we have included on the following page a worksheet designed to help you analyze how well your restaurant is performing in comparison with the rest of the industry. Follow these simple instructions for completing the worksheet:

1. Enter your financial data in the first column.

2. Compute the percentages for column 2 by dividing the amounts by total sales. (Note—Where food and beverage sales are broken down separately, compute percentage of food cost by dividing cost of food by food sales; for the beverage cost percentage, divide cost of beverage sales by beverage sales.)

3. Calculate the supplementary statistics in accordance with the formulas given on the worksheet.

4. List the appropriate comparative percentages or ratios from this report in column 3.

5. Compute the variances by dividing the difference between the figures in column 2 and column 3 by the figures in column 3. Multiply the result by 100 to express the variance as a percentage.

6. If the variance is greater than plus or minus 10 percent, further analysis should be made to determine the reason for that variance.

WORKSHEET

Complete and Compare
Statement of Income and Expenses

	Your Figures (Dollars)	Your Figures (% of Sales)	Restaurant Industry Report	Variance + or −
Sales				
Food	$	%	%	
Beverage	$	%	%	
Total sales	$	%	%	
Cost of sales				
Food	$	%	%	
Beverages	$	%	%	
Total cost of sales	$	%	%	
Gross profit	$	%	%	
Other income	$	%	%	
Total income	$	%	%	
Controllable expenses				
Payroll	$	%	%	
Employee benefits	$	%	%	
Direct operating expenses	$	%	%	
Music and entertainment	$	%	%	
Advertising and promotion	$	%	%	
Utilities	$	%	%	
Administrative and general	$	%	%	
Repairs and maintenance	$	%	%	
Total controllable expenses	$	%	%	
Income before occupation costs	$	%	%	
Rent	$	%	%	
Property Taxes	$	%	%	
Other Taxes	$	%	%	
Property Insurance	$	%	%	
Income before interest and depreciation	$	%	%	
Interest	$	%	%	
Depreciation	$	%	%	
Restaurant Profit	$	%	%	

Supplemental Operating Information	Your Figures	Restaurant Report	Variance + or −
Sales per seat			
Food	$	$	
Beverage	$	$	
Total	$	$	
Average receipt per cover (total sales ÷ covers)	$	$	
Daily seat turnover (covers ÷ seats ÷ 365 days)	times	times	
Index of productivity [sales ÷ (payroll + benefits)]	times	times	

Note to participants:

Please answer all questions as completely as possible. If you do not know the exact answer, we will gladly accept your best estimate. Please be sure to complete the general information in Section I.

All numbers should be expressed as whole dollars-no fractions or decimals should be entered. If you do not use whole dollars in your accounting statements, then round off the numbers by dropping all pennies when the amount ends in 49 cents or less or adding 1 to the dollars when the amount e[illegible] 50 cents or more.

This year we are requesting two years' information on the income statement. We want to make comparisons of 1988 and 1987 financial data. We request the 1987 data even if you participated last year. If you have been opened less than two years, or if the previous 12 months' of information is not available, only fill out the income statement for last year. All income statements will be used for the main body of the study, while those providing two years' information will also be presented in a special year-over-year analysis.

This questionnaire has been specifically designed to collect information relating to an individual restaurant's operation. It is vitally important, therefore, that **income statement information pertain to a single restaurant and not to a chain of restaurants. Restaurants that are part of multi-unit operations (two or more) should report information for individual establishments, including allocated costs and revenues.**

We would like to thank you in advance for your cooperation in the completion of this questionnaire. If you would like to receive a free copy of the completed study, please give your name and address in the space provided below. (Copies of the study for non-respondents will be available for a fee.)

Should you have any questions regarding the completion of this questionnaire, please feel free to contact Nina Savitz of Laventhol & Horwath at (215) 299-1638.

IMPORTANT

WHO SHOULD COMPLETE THIS QUESTIONNAIRE

If you:	You should:
(1) Own/Operate/Manage a single restaurant.	Complete the questionnaire.
(2) Own/Operate/Manage two or more restaurants.	Complete a questionnaire for each unit in operation or for as many units as possible. (Photocopies are acceptable.)
(3) Do not have access to the financial information for your company.	Forward the questionnaire to the appropriate accounting/ financial department for completion.

To receive a complimentary copy of the final study, you must complete the entire questionnaire and supply your name and address in the space provided below. (Please print.)

_____

_____

_____

SECTION I. GENERAL—The following information will allow for analysis of your operating statements by several categories of variables. Please complete by checking or filling in the appropriate areas.

1. STATE IN WHICH RESTAURANT IS LOCATED

_____

2. RESTAURANT LOCATION (check one)

- ☐ Urban
- ☐ Suburban
- ☐ Rural

3. TYPE OF OWNERSHIP (check one)

- ☐ Sole Proprietorship
- ☐ Partnership
- ☐ Public Corporation
- ☐ Private Corporation

4. TYPE OF ORGANIZATION

- ☐ Independent (operates one unit)
- ☐ Multi-Unit (two or more units operated)

5. ARE YOU A FRANCHISE OPERATION?

☐ Yes ☐ No

6. PRIMARY TYPE OF BUSINESS (check one)

- ☐ Cafeteria - Full menu
- ☐ Limited Menu - No Tableservice (Fast Food)
- ☐ Full Menu - Tableservice
- ☐ Limited Menu - Tableservice
- ☐ Caterer
- ☐ Other (Please Specify) _____

7. LIQUOR SERVICE (check one)

- ☐ Beer and/or Wine
- ☐ Full Liquor Service
- ☐ No Alcoholic Beverages

8. PRIMARY MENU ITEM or ETHNIC IDENTIFICATION

_____

9. SITE ON WHICH THIS RESTAURANT IS LOCATED (check one)

Land	Owned ☐	Leased ☐
Building	Owned ☐	Leased ☐

10. NUMBER OF YEARS THIS RESTAURANT HAS BEEN IN BUSINESS: (check one) _____ (1)

- ☐ Under 2 years
- ☐ 2 to 5 years
- ☐ 5 to 10 years
- ☐ Over 10 years

_____ (2)

11. IS THIS RESTAURANT LOCATED IN/ATTACHED TO: (check one): _____ (3)

- ☐ A Hotel
- ☐ A Shopping Center or Mall
- ☐ An Office Building
- ☐ A Transportation Center (airplane, train station...)
- ☐ Club (social, athletic, country...)
- ☐ Other (please specify) _____

_____ (4)

_____ (5)

_____ (6)

_____ (7)

_____ (8)

☐ Nothing - The Sole Occupant of a Building _____ (9A)

12. NUMBER OF SEATS: (complete all applicable) _____ (9B)

_____ Dining Room
_____ Bar or Lounge
_____ Banquet Rooms
_____ Total Seats

_____ (10)

_____ (11)

13. SIZE OF RESTAURANT: (provide best estimate) _____ (12A)

_____ Square feet of total area (including preparation and storage) _____ (12B)
_____ Square feet of dining area only _____ (12C)
_____ Square feet of kitchen area _____ (12D)

14. CHECK IF THIS RESTAURANT IS OPEN FOR: _____ (13A)

- ☐ Breakfast
- ☐ Lunch
- ☐ Dinner
- ☐ 24 hours

_____ (13B)

_____ (13C)

_____ (14)

15. NUMBER OF CUSTOMERS SERVED FOR THE YEAR? (provide best estimate) _____ (15)

_____ Number of customers served

_____ (16A)

_____ (16B)

16. INCLUDING THE MANAGER, WHAT IS THE AVERAGE NUMBER OF PAID FOOD SERVICE EMPLOYEES THAT WORK DURING A TYPICAL WEEK? _____ (16C)

_____ Full Time
_____ Part Time—20 to 35 hours
_____ Part Time—Less than 20 hours

_____ (17)

17. HOW MANY W-2s DID YOUR RESTAURANT SEND OUT LAST YEAR? _____

PLEASE SUBMIT DATA FOR TWELVE MONTH PERIODS ONLY AND PLEASE USE WHOLE DOLLAR AMOUNTS ONLY

SECTION II. STATEMENT OF INCOME AND EXPENSES
If you wish, you may submit a copy of your year-end operating statement in your existing format and this section will be completed for you.

	12 months ended: Month _____ Year _____		Previous 12 months ended: Month _____ Year _____	
Sales				
Food Sales	_____ (100)		_____ (1100)	
Beverage Sales (Alcoholic)	_____ (110)		_____ (1110)	
Total Sales		_____ (120)		_____ (1120)
Cost of Sales				
Food Cost	_____ (130)		_____ (1130)	
Beverage Cost (Alcoholic)	_____ (140)		_____ (1140)	
Total Cost of Sales		_____ (150)		_____ (1150)
Gross profit on sales (Item 120 – Item 150)		_____ (160)		_____ (1160)
Other income		_____ (190)		_____ (1190)
Total income		_____ (200)		_____ (1200)
Controllable expenses				
Payroll (same as item 55)	_____ (210)		_____ (1210)	
Employee benefits	_____ (220)		_____ (1220)	
Direct operating expenses	_____ (240)		_____ (1240)	
Music and entertainment	_____ (250)		_____ (1250)	
Advertising and promotion	_____ (270)		_____ (1270)	
Utilities	_____ (280)		_____ (1280)	
Administrative and general	_____ (300)		_____ (1300)	
Repairs and maintenance	_____ (310)		_____ (1310)	
Total controllable expenses		_____ (320)		_____ (1320)
Occupation costs				
Rent	_____ (340)		_____ (1340)	
Property taxes	_____ (360)		_____ (1360)	
Other taxes	_____ (365)		_____ (1365)	
Property insurance	_____ (370)		_____ (1370)	
Total occupation costs		_____ (380)		_____ (1380)
Interest		_____ (400)		_____ (1400)
Depreciation		_____ (410)		_____ (1410)
Restaurant Profit		_____ (420)		_____ (1420)
Other deductions		_____ (430)		_____ (1430)
Income before income taxes		_____ (440)		_____ (1440)

For the first time we are attempting to obtain information on the breakdown of payroll by function. If possible please provide the following data:

	1988 PAYROLL (IN DOLLARS)		1987 PAYROLL (IN DOLLARS)	
Service	_____	(50)	_____	(60)
Preparation	_____	(51)	_____	(61)
Sanitation	_____	(52)	_____	(62)
Administrative & General	_____	(53)	_____	(63)
Other	_____	(54)	_____	(64)
Total (same as item 210)	_____	(55)	_____	(65)

THANK YOU. PLEASE SEND THIS QUESTIONNAIRE TO:
LAVENTHOL & HORWATH, RESEARCH DIVISION, 1845 WALNUT STREET, PHILADELPHIA, PA 19103

For further information
contact Research Manager, National Restaurant Association
1200 Seventeenth Street, N.W., Washington, D.C. 20036-3097
Phone: (202) 331-5900